



# **Santa Clara Valley Water District Environmental Creek Cleanup Committee Meeting**

Headquarters Building Boardroom

## **SPECIAL MEETING AGENDA**

**Tuesday, February 20, 2024  
1:00 PM**

**District Mission: Provide Silicon Valley safe, clean water for a healthy life, environment and economy.**

Environmental Creek Cleanup  
Committee

Director Jim Beall, (District 4)  
Director Rebecca Eisenberg, (District  
7, Committee Vice Chair)  
Director Richard P. Santos, (District  
3, Committee Chair)

During the COVID-19 restrictions, all public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body, will be available to the public through the legislative body agenda web page at the same time that the public records are distributed or made available to the legislative body. Santa Clara Valley Water District will make reasonable efforts to accommodate persons with disabilities wishing to participate in the legislative body's meeting. Please advise the Clerk of the Board Office of any special needs by calling (408) 265-2600.

Jennifer Codianne (Staff  
Liaison)

Dave Leon, (COB Liaison)  
Assistant Deputy Clerk II  
daveleon@valleywater.org  
1-408-630-2406

**Note: The finalized Board Agenda, exception items and supplemental items will be posted prior to the meeting in accordance with the Brown Act.**

# **Santa Clara Valley Water District Environmental Creek Cleanup Committee**

## **AGENDA**

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**Tuesday, February 20, 2024**

**1:00 PM**

**Headquarters Building Boardroom**

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### **\*\*\*IMPORTANT NOTICES AND PARTICIPATION INSTRUCTIONS\*\*\***

Santa Clara Valley Water District (Valley Water) Board of Directors/Board Committee meetings are held as a “hybrid” meetings, conducted in-person as well as by telecommunication, and is compliant with the provisions of the Ralph M. Brown Act.

To maximize public safety while still maintaining transparency and public access, members of the public have an option to participate by teleconference/video conference or attend in-person. To observe and participate in the meeting by teleconference/video conference, please see the meeting link located at the top of the agenda. If attending in-person, you are required to comply with Ordinance 22-03 - AN ORDINANCE OF THE SANTA CLARA VALLEY WATER DISTRICT SPECIFYING RULES OF DECORUM FOR PARTICIPATION IN BOARD AND COMMITTEE MEETINGS located at <https://s3.us-west-2.amazonaws.com/valleywater.org.if-us-west-2/f2-live/s3fs-public/Ord.pdf>

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- Members of the Public may test their connection to Zoom Meetings at: <https://zoom.us/test>
- Members of the Public are encouraged to review our overview on joining Valley Water Board Meetings at: <https://www.youtube.com/watch?v=TojJpYCxXm0>

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This agenda has been prepared as required by the applicable laws of the State of California, including but not limited to, Government Code Sections 54950 et. seq. and has not been prepared with a view to informing an investment decision in any of Valley Water’s bonds, notes or other obligations. Any projections, plans or other forward-looking

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Under the Brown Act, members of the public are not required to provide identifying information in order to attend public meetings. Through the link below, the Zoom webinar program requests entry of a name and email address, and Valley Water is unable to modify this requirement. Members of the public not wishing to provide such identifying information are encouraged to enter "Anonymous" or some other reference under name and to enter a fictional email address (e.g., attendee@valleywater.org) in lieu of their actual address. Inputting such values will not impact your ability to access the meeting through Zoom.

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**Meeting ID:883 1450 0886**  
**Join by Phone:**  
**1 (669) 900-9128, 88314500886#**

**1. CALL TO ORDER:**

1.1. Roll Call.

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

*Notice to the public: Members of the public who wish to address the Board/Committee on any item not listed on the agenda may do so by filling out a Speaker Card and submitting it to the Clerk or using the "Raise Hand" tool located in the Zoom meeting application to identify yourself to speak. Speakers will be acknowledged by the Board/Committee Chair in the order requests are received and granted speaking access to address the Board/Committee. Speakers' comments should be limited to three minutes or as set by the Chair. The law does not permit Board/Committee action on, or extended discussion of, any item not on the agenda except under special circumstances. If Board/Committee action is requested, the matter may be placed on a future agenda. All comments that require a response will be referred to staff for a reply in writing. The Board/Committee may take action on any item of business appearing on the posted agenda.*

**3. APPROVAL OF MINUTES:**

- 3.1. Approval of November 1, 2023 Minutes. [24-0217](#)

Recommendation: Approve the November 1, 2023, Special Meeting Minutes.

Manager: Candice Kwok-Smith, 408-630-3193

Attachments: [Attachment 1: 110123 ECCC Minutes](#)

Est. Staff Time: 5 Minutes

#### 4. REGULAR AGENDA:

- 4.1. Receive Update on Santa Clara Valley Water District's Ongoing Countywide Collaborative Efforts. [24-0212](#)

Recommendation: Receive the Report Prepared by LeSar Development Consultants, which Provides Actionable Recommendations to Improve Valley Water's Countywide Collaborative Efforts to Address Encampments of Unsheltered People Located on Santa Clara Valley Water District Lands.

Manager: Mark Bilski, 408-630-2830

Attachments: [Attachment 1: Report](#)  
[Attachment 2: PowerPoint](#)

Est. Staff Time: 15 min

- 4.2. Receive Update on Valley Water's Encampment Cleanup Operations. [24-0213](#)

Recommendation: Receive updates and provide feedback on the following topics:

- A. Encampment cleanup schedule.
- B. Encampment cleanup costs and funding.
- C. Trash and debris programs costs, and accomplishments.
- D. Recent Encampment Cleanups & Fence Repairs.
- E. 2024 Encampment & Unsheltered Individual Count Update.
- F. Valley Water SCC Outreach Report Update.
- G. Stream Stewardship Law Enforcement (SSLE) Update.
- H. Inter-Agency Benchmarking: Encampment Management Services Update.

Manager: Jennifer Codianne, 408-630-3876

Attachments: [Attachment 1: PowerPoint Presentation](#)

Est. Staff Time: 20 Minutes



4.3. Receive Information Regarding Assembly Bill 1469 Implementation.

[24-0214](#)

Recommendation: Receive information regarding Valley Water's new authority granted by Assembly Bill 1469 and make a recommendation to the Board to direct the level of funding Valley Water will provide to support projects assisting unsheltered people, and the scope and type of projects to pursue.

Manager: Mark Bilski, 408-630-2830

Attachments: [Attachment 2: Project Summary](#)  
[Attachment 3: PowerPoint](#)

Est. Staff Time: 10 min

**5. CLERK REVIEW AND CLARIFICATION OF COMMITTEE REQUESTS.**

*This is an opportunity for the Clerk to review and obtain clarification on any formally moved, seconded, and approved requests and recommendations made by the Committee during the meeting.*

**6. ADJOURN:**

6.1. Adjourn.

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# Santa Clara Valley Water District

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**File No.:** 24-0217

**Agenda Date:** 2/20/2024  
**Item No.:** 3.1.

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## **COMMITTEE AGENDA MEMORANDUM Environmental Creek Cleanup Committee**

Government Code § 84308 Applies: Yes ☐ No ☒  
(If "YES" Complete Attachment A - Gov. Code § 84308)

### **SUBJECT:**

Approval of November 1, 2023 Minutes.

### **RECOMMENDATION:**

Approve the November 1, 2023, Special Meeting Minutes.

### **SUMMARY:**

A summary of Committee discussions, and details of all actions taken by the Committee, during all open and public Committee meetings, is transcribed and submitted for review and approval.

Upon Committee approval, minutes transcripts are finalized and entered into the District's historical records archives and serve as historical records of the Committee's meetings.

### **ENVIRONMENTAL JUSTICE IMPACT:**

There are no Environmental Justice impacts associated with this item.

### **ATTACHMENTS:**

Attachment 1: 110123 ECCC Minutes

### **UNCLASSIFIED MANAGER:**

Candice Kwok-Smith, 408-630-3193

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ENVIRONMENTAL CREEK CLEANUP COMMITTEE

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# DRAFT MINUTES

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**WEDNESDAY, NOVEMBER 1, 2023**

(Paragraph numbers coincide with agenda item numbers)

A special scheduled meeting of the Environmental Creek Cleanup Committee Meeting was held on November 1, at Santa Clara Valley Water District, Headquarters Building, 5700 Almaden Expressway, San Jose.

**1. CALL TO ORDER**

Committee Chair Director Richard P. Santos called the meeting to order at 8:00 a.m.

**1.1. ROLL CALL**

Committee Board Members in attendance were: Director Jim Beall (District 4), and Committee Chair Director Richard P. Santos (District 3), establishing a quorum. Committee Vice Chair Rebecca Eisenberg arrived as noted below.

Valley Water Staff in attendance were: Audrey Beaman, Mark Bilski, and Dave Leon.

Public in attendance were: Francesca Paist.

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

Francesca Paist spoke relating to the benefits of porta potties at various locations.

Vice Chair Eisenberg arrived at 8:12 a.m.

**3. TOUR OF GOODNESS VILLAGE**

The Committee departed for a tour of Goodness Village, 1660 Freisman Road, Livermore. Upon return to the Valley Water Headquarters Building, Chairperson Santos adjourned the meeting at 12:02 p.m.

Submitted by:

Dave Leon  
Assistant Deputy Clerk II

Date Approved:

Attachment 1  
Page 1 of 1

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# Santa Clara Valley Water District

File No.: 24-0212

Agenda Date: 2/20/2024

Item No.: 4.1.

## COMMITTEE AGENDA MEMORANDUM Environmental Creek Cleanup Committee

Government Code § 84308 Applies: Yes ☐ No ☒  
(If "YES" Complete Attachment A - Gov. Code § 84308)

### SUBJECT:

Receive Update on Santa Clara Valley Water District's Ongoing Countywide Collaborative Efforts.

### RECOMMENDATION:

Receive the Report Prepared by LeSar Development Consultants, which Provides Actionable Recommendations to Improve Valley Water's Countywide Collaborative Efforts to Address Encampments of Unsheltered People Located on Santa Clara Valley Water District Lands.

### SUMMARY:

At the January 18, 2023, Special Board Workshop to discuss Santa Clara Valley Water District's (Valley Water) approach to addressing encampments of unsheltered people located along waterways and on Valley Water property, the Board directed staff to establish an intergovernmental strategic discussion with Santa Clara County, City of San José, and other local entities.

Effectively responding to the increasing number of encampments on Valley Water property falls outside the typical scope and expertise of a water district and requires close collaboration with other stakeholders. To bolster its collaborative efforts and more effectively address the challenges posed by unsheltered individuals residing on district land, Valley Water engaged LeSar Development Consultants (LDC) to develop a collaborative roadmap and actionable recommendations to address this need.

The final roadmap was the product of a six-month long project that consisted of a landscape analysis to identify current Valley Water initiatives, opportunities, and limitations; interviews with several key stakeholders from the city, county, and community-based organizations; and a series of key stakeholder convenings hosted by Valley Water and facilitated by LDC. The recommendations proposed by LDC are as follows:

1. Regular Collaborative Meetings: LDC recommends that Valley Water establish regular collaborative meetings with stakeholders from various sectors. These meetings would provide a platform for open dialogue and collaboration, facilitating the allocation of resources towards

supporting unsheltered individuals.

2. **Funding Opportunities:** LDC recommends that Valley Water's Good Neighbor Program staff work closely with the grants administration team to identify potential funding opportunities. This includes mapping and tracking opportunities, assisting with applications, and actively engaging with relevant agencies to enhance Valley Water's chances of securing necessary resources.
3. **Stakeholder Engagement:** LDC recommends that Valley Water continuously identify and engage stakeholders who can serve as advocates for their proposed activities and initiatives. Building strong relationships with stakeholders, such as the City of San José, can increase the likelihood of success for Valley Water's initiatives.
4. **Integration with Continuum of Care (CoC) System:** LDC recommends that Valley Water integrate with the CoC system, which coordinate services for individuals experiencing homelessness. By ensuring smooth integration, Valley Water can maximize its impact and contribute effectively to the overall homelessness response.
5. **Waterway-Specific Point-In-Time (PIT) Count:** LDC recommends that Valley Water contract or partner with external support for the planning and execution of a waterway-specific PIT count. This will require significant staff time and effort, and external support can ensure accurate and comprehensive data collection.
6. **Thorough Assessment and Reporting:** LDC recommends a thorough assessment and reporting of the data collected from the waterways count. The findings should be made public and shared via relevant meetings to ensure transparency and informed decision-making.
7. **Effective Communication:** LDC recommends that Valley Water explore innovative approaches to effectively communicate with residents in encampments about clean-up and abatement efforts. Clear and concise messaging should be prioritized to ensure understanding and cooperation.
8. **Alignment with Best Practices:** LDC recommends that Valley Water's outreach strategies align with best practices and current outreach strategies utilized by the City of San José and partners such as PATH. This will ensure effective engagement with the community and spread awareness about clean-ups and abatements in encampments.
9. **Case Conferences and Collaboration:** LDC recommends that Valley Water coordinate and facilitate case conferences with stakeholders as needed for funded projects. This will enable effective collaboration, address residents' needs and concerns, and ensure up-to-date data on project progress.

By implementing these recommendations, Valley Water can strengthen its partnerships, enhance communication, and more effectively contribute to the overall, countywide homelessness response. The process and outcomes that led to these recommendations is detailed more fully in LDC's final report (Attachment 1). Finally, staff acknowledges the need to reach out to additional municipalities



and community groups as part of an ongoing effort. Valley Water's work with LDC serves as a necessary first step and a model for broader collaborative efforts in the future.

**ENVIRONMENTAL JUSTICE AND EQUITY IMPACT:**

There are no Environmental Justice impacts associated with this item. However, Valley Water's effort to improve its collaboration with local stakeholders is intended to positively impact the vulnerable unsheltered community through better integration with the overall homelessness response in Santa Clara County.

**ATTACHMENTS:**

Attachment 1: Report  
Attachment 2: PowerPoint

**UNCLASSIFIED MANAGER:**

Mark Bilski, 408-630-2830

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# Santa Clara Valley Water District: Roadmap to Address Unsheltered Homelessness Along Waterways

Comprehensive Strategies that Effectively and  
Collaboratively Address Unsheltered  
Homelessness Along Waterways



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# Acknowledgments

The Santa Clara Valley Water District recognizes the significant value in effectively collaborating with homelessness response system partners in the co-development of Valley Water’s Roadmap To Address Homelessness Along Waterways. By harnessing the collective resources, expertise, and creativity of the diverse sectors, we can work towards innovative solutions that go beyond temporary fixes and pave the way for long lasting change. We acknowledge the contributions of the following partners in the development of this roadmap:

## Special Appreciation

We also extend a special appreciation for our Lived Experience consultants who utilize their skills, knowledge, and experiences to drive systemic change to meet the needs of those experiencing homelessness:

- Kellie Goodman, Consultant
- Lived Experience Advisory Board (LEAB)
- Lived Experience and Innovation



# Executive Summary

The increasing number of encampments along Santa Clara Valley Water District (Valley Water) areas has resulted in the agency having to reallocate time and resources to addressing homelessness, an issue outside of their typical scope. By 2023, Valley Water had counted over 1,100 encampments on its land rights alone. As a water district, Valley Water is not systemically equipped to respond to this crisis, so it must rely on homelessness sector partners to coordinate activities such as encampment clean up, homeless outreach, and housing initiatives. Although limited by the district act, Valley Water is confident that through strengthened partnerships, it can humanely assist in the permanent relocation of encampments to address the human health, public safety, operational, and environmental challenges posed by unsheltered individuals residing along the waterways.

The Valley Water Unhoused Task Force engaged LeSar Development Consultants (LDC) to help Valley Water define and compare the County of Santa Clara Santa regional model, connect with stakeholders, and consider new countywide partnerships. LDC developed a framework that strengthens collaboration with key stakeholders to effectively address homelessness along waterways managed by the district. This report presents the collaborative framework (roadmap), combining information collected in a prior landscape analysis with insights collected from key stakeholder engagement.

The final roadmap was a product of a 6-month long project that was divided into three phases:

## Phase 1 (March-April 2023):

### *Level-setting.*

The first phase of this work involved conducting a landscape analysis that identified and outlined current Valley Water initiatives, opportunities, and limitations related to addressing the waterway crisis.

## Phase 2 (April-May 2023):

### *Data collection.*

For the second phase of this work, LDC set out to interview several key stakeholders from the city, county, and community-based organizations that routinely conduct outreach and provide supportive services to unsheltered people throughout the region.

## Phase 3 (July-September 2023):

### *Development of Framework (Roadmap).*

Phase three consisted of a series of key stakeholder convenings known as the “kitchen cabinet,” hosted by Valley

Water and facilitated by LDC. Valley Water identified the need to host in-person convenings with stakeholders to advance its objectives and address the challenges associated with encampment cleanup operations. Each stakeholder had the opportunity to share their agency’s anticipated outcomes of the convenings as it relates to addressing encampments along waterways.

## **Santa Clara Valley Water District: Roadmap to Address Unsheltered Homelessness Along Waterways**

The following were identified as the top six priority areas for Valley Water:

1. Strengthened Partnerships and Collaboration
2. Data and Monitoring
3. Strategic Communication
4. Coordinated Outreach
5. Infrastructure and Staffing
6. Housing Opportunities

Key stakeholder discussions focused on developing goals and activities aligned with each priority area, with the overarching goal of creating a roadmap with clearly defined roles and responsibilities for each stakeholder and identifying ways in which Valley Water could better integrate itself within the homeless response system. The outcome of these collaborative convenings was a roadmap consisting of comprehensive strategies that effectively and collaboratively address unsheltered homelessness along waterways.

## **Recommendations**

The LDC team reviewed all the information collected throughout the duration of the project, including interviews with the Environmental Creek Cleanup Committee members and key informants, bi-weekly meetings with Valley Water staff, and discussions held through the key stakeholder convening series and developed the following recommendations that will propel Valley Water’s efforts in addressing unsheltered homelessness along waterways:

**Recommendation 1:** LDC recommends that Valley Water establish regular collaborative meetings with stakeholders from various sectors. These meetings could mirror the convening series but be held quarterly and could include a broader range of participating agencies. This would create a platform for open dialogue and collaboration, which could prove beneficial as Valley Water begins to allocate resources toward supporting unsheltered individuals.



**Recommendation 2:** LDC recommends that the Good Neighbor Program staff work closely with Valley Water's grants administration team to identify potential funding opportunities, assisting by mapping and tracking opportunities and providing support with applications, to enhance Valley Water's chances of securing the necessary resources for their initiatives. Additionally, Valley Water should actively engage the City of San José, County of Santa Clara, and the State to identify and co-apply to specific opportunities.

**Recommendation 3:** LDC recommends that Valley Water continuously identify and engage stakeholders who could serve as advocates for their proposed activities and initiatives. For instance, the City of San José could be a valuable ally in advocating for Valley Water's goals. Building strong relationships with such stakeholders can increase the likelihood of success for Valley Water's initiatives.

**Recommendation 4:** LDC recommends that Valley Water integrate with the Continuum of Care (CoC) system, which coordinates services for individuals experiencing homelessness. By ensuring smooth integration, Valley Water can maximize their impact and contribute effectively to the overall homelessness response.

**Recommendation 5:** LDC recommends that Valley Water contract or partner with external support for the planning and execution of a waterway-specific Point-In-Time (PIT) count, as it may require significant staff time and effort to carry out such activities.

**Recommendation 6:** LDC recommends a thorough assessment and reporting of the data collected from the waterways count, ensuring an accurate and comprehensive

analysis, with findings made public and shared via ECCC meetings, cross-sector collaborative meetings, and CoC hosted meetings.

**Recommendation 7:** LDC recommends that Valley Water explore innovative approaches to effectively communicate with residents in encampments about clean-up and abatement efforts. It would be beneficial to prioritize clear and concise messaging to ensure that the residents fully understand the process and its benefits. Additionally, Valley Water would benefit from the development of a comprehensive outreach communication plan to enhance their efforts in engaging with the people residing in encampments along waterways.

**Recommendation 8:** LDC recommends that outreach strategies implemented by Valley Water align with best practices and current outreach strategies utilized by the City of San José and partners such as PATH. This will ensure that Valley Water is utilizing effective and proven methods to engage with the community and spread awareness about clean-ups and abatements in encampments.

**Recommendation 9:** LDC recommends that, for projects funded by Valley Water, the agency coordinate and facilitate case conferences with stakeholders, as needed. This will enable effective collaboration and communication between all parties involved, ensuring that the encampment residents' needs and concerns are addressed and resolved efficiently; this will also ensure that Valley Water has the most up-to-date data on project progress.



# Landscape Analysis: Santa Clara Valley Water District Strengths, Available Resources, and Needs Regarding Solutions to Address Encampments of Unsheltered People

## Strengths

### *Established Protocols/Programs*

#### **Encampment Cleanup – Good Neighbor Program**

Santa Clara Valley Water District (Valley Water) encampment cleanups are managed through the Good Neighbor Program<sup>1</sup>, which was established under Valley Water's voter-approved Safe, Clean Water and Natural Flood Protection Program (Safe, Clean Water Program). The Good Neighbor Program supports Valley Water's independent efforts and ongoing coordination with local cities and agencies to clean up trash, debris, and hazardous pollutants generated by encampments near waterways or on Valley Water property. This program includes cooperative efforts to partner with local municipalities and other agencies for services related to encampment cleanups and to help provide alternatives to homelessness. This program also provides funding to local municipalities for services that support staff safety as they work to address encampments and prevent re-encampments along waterways.



Valley Water's encampment cleanup crews operate countywide and seek to manage encampments daily by using a variety of tools and approaches to reduce the need for abatements. Valley Water leaves encampments in place to the extent possible and provides advance notice to encampment residents prior to clearing encampment generated trash, debris, and hazardous pollutants. Valley Water also provides 72-hour advance notice to encampment residents prior to cleaning generated trash, debris, hazard pollutants, and prior to conducting weed abatements. In Fiscal Year 2022-23, Valley Water removed 1,364.96 tons of trash, debris, and hazardous pollutants generated from encampments and prevented these pollutants from entering streams.

#### **Clean Camps, Clean Creeks, and Portable Toilet Programs**

In Fiscal Year 2023-24, Valley Water will implement two new programs: (1) Clean Camps, Clean Creeks Program, where unsheltered individuals can earn money by collecting and bagging trash near their camps or by maintaining tidy camps; and (2) the provision and servicing of portable toilet facilities at critical locations along local creeks to reduce biowaste entering waterways. These programs are expected to result in a reduction of encampment-generated trash, debris, hazardous pollutants and environmental degradation, a potential reduction in sprawling encampments, a reduction in cleanup costs, and an opportunity for Valley Water staff to develop positive and collaborative relationships with unsheltered individuals.

#### **Funding and Key Performance Indicators (KPIs)**

Valley Water encampment cleanup efforts are funded by the Safe, Clean Water Program, under Project F5 Good Neighbor Program: Encampment Cleanup. Under the renewed Safe,

<sup>1</sup> Valley Water. Good Neighbor Program Encampment Cleanup. <https://www.valleywater.org/project-updates/f5-good-neighbor-program-encampment-cleanup>



Clean Water Program, the Encampment Cleanup project budget was increased to \$38.7 million over 15 years. The KPI's attached to this funding include managing 300 acres annually to clean up trash, debris, and hazardous pollutants generated from encampments, and providing up to \$500,000 per year in cost-share funding with local agencies for services related to encampment cleanups.

### *Safe Relocation*

When performing work critical to its core mission, Valley Water will safely relocate encampments located on Valley Water property, including Valley Water right-of-way, through coordinated efforts with other public agencies if: (a) the encampment is in the path of, interferes with, or obstructs access to flood protection/ water infrastructure facilities or projects, maintenance projects, facilities, or maintenance access roads, or designated mitigation or vegetation management sites; or (b) the encampment poses an immediate safety risk to Valley Water staff. Safe relocation of encampments may also be conducted in response to public safety issues as determined by local jurisdictions such as a city, County of Santa Clara, or their police or fire departments. In the case of a public safety issue, Valley Water will assist local jurisdictions in addressing encampments on property where Valley Water holds land rights.

To mitigate the use of abatements, Valley Water has been advised to authorize abatements only in situations that involve public safety issues, right of way obstruction, regulatory compliance, or construction needs, focusing instead on encampment management and cleanup strategies. There is legal uncertainty as to which kind of abatement measures public agencies may lawfully pursue, and if cities and law enforcement do not support abatement, Valley Water does not have the necessary cooperation for abatement activities on its own.

### **Risk Assessment**

When safe relocation is necessary, Valley Water uses established assessment protocols to evaluate various risk factors associated with the location of encampments, safety issues, environmental factors, and impact to adjacent facilities.<sup>2</sup> However, if cities and law enforcement do not support abatement, Valley Water cannot conduct relocation activities on its own.

### **Partnerships and Collaboration**

#### *City of San José*

Valley Water has formalized a partnership with the City of San José through a Memorandum of Agreement for Encampment Cleanup, Trash Removal, and Prevention (MOA). From April 1, 2019 - June 30, 2025, this cost sharing model looks to support encampment management to clean trash and debris from encampments along waterways located within City of San José boundaries. Under this agreement, Valley Water provides

cleanup operation and staffing, light and heavy equipment, regulatory permits, and transportation and disposal of trash. The City of San José is responsible for providing a minimum of a 72-hour notice, security, sorting and storage of items, landfill disposal costs, disposal of hazardous waste, and social services.

Valley Water has also worked with the City of San José to address health and safety concerns by staff, volunteers, and trail users. In 2019, Valley Water signed an agreement with City of San José to annually pay up to \$200,000 for San José Police Department's (SJPD) Street Crimes Unit to conduct Stream Stewardship Law Enforcement patrols along local waterways. In 2021 and 2022, Valley Water signed agreements with City of San José to pay \$800,000 for SJPD officers to conduct bicycle patrols along portions of Coyote Creek Trail and Guadalupe River Trail during those years. In 2023, Valley Water collaborated with the City of San José on a cost-sharing agreement to safely relocate unsheltered campers located within the construction footprint of the Coyote Creek Flood Management Measures Project.

On its own, the City of San José has invested in trash services, escalated cleanups, a cash for trash program, a RV Biowaste Pollution Prevention Program, maintenance of setbacks, and supported an interagency team including Caltrans, Valley Water, County of Santa Clara, PG&E, VTA, and Union Pacific. The City of San José has allocated over \$16 million and 33 full-time staff members for the Encampment Trash and Management Program. As described at the Valley Water Board of Directors Special Meeting held on January 18, 2023, the City of San José noted the following challenges when mitigating impacts of encampments: competing priorities, equipment and staffing shortages (e.g., police), weather, terrain, lack of interim housing beds, outreach and contract support, no consistent measure or definition of encampments for tracking reduction.

#### *County of Santa Clara*

Valley Water has signed an Outreach Services Agreement with the County of Santa Clara, under which Valley Water provides funding for the County to provide outreach services to unsheltered individuals and families inhabiting encampments along Valley Water-owned waterways. The County offers services to identify, assess, and refer unsheltered individuals to appropriate housing programs and services, addressing medical and mental health needs by building trust between the unsheltered individuals and service teams.

Valley Water is also collaborating with the Santa Clara County Parks and Recreation Department and the cities of Morgan Hill and Gilroy to provide vouchers for responsible disposal of wastewater for unhoused persons living in RVs.

#### *Neighboring Cities*

Valley Water has engaged the smaller cities of Gilroy, Milpitas, Morgan Hill, and Sunnyvale to establish draft agreements modeled after the City of San José MOA,

however as described in the Board of Directors Special Meeting held on January 18, 2023, City officials have not pursued finalizing collaborative agreements. Valley Water follows a similar model of role-sharing with these smaller cities for encampment cleanups.

## Data and Monitoring

### *Environmental Creek Cleanup Committee*

The Environmental Creek Cleanup Committee (ECCC) was established to discuss homelessness and encampment issues and to bring discussion and recommendations back to the Valley Water Board of Directors. At each ECCC meeting, staff report on the encampment cleanup schedule, encampment cleanup expenditures and funding, law enforcement data from Valley Water-funded SJPd initiatives (e.g., arrests, citations, warrants, impounds, unsheltered assistance contacts, citizen contacts), site-specific trash tonnage removed, and repaired or installed fences. Staff have also begun implementing GPS mapping of encampments on Valley Water lands.

## Planning Efforts

### *Valley Water Unhoused Task Force*

In February 2023, Valley Water formed an internal Unhoused Task Force to investigate how the agency can adapt its operations to better respond to the challenges posed by creekside encampments. Additionally, the Unhoused Task Force assesses how it can participate in countywide efforts to provide adequate housing and reduce the number of creekside encampments that impact Valley Water's work and impair beneficial uses of the waterways. The Task Force assessed potential near-term and longer-term initiatives that Valley Water can undertake to respond to the sustained challenges posed by encampments of unsheltered people living on property where Valley Water holds land rights. On August 22, 2023, the Task Force's recommendations were presented to the Board as a framework that includes proposed organizational changes, communications strategies, a countywide collaboration mechanism, potential utilization of Valley Water facilities for housing, and enhancements to the current level of service offered to the community.

In March 2023, the Task Force engaged LeSar Development Consultants (LDC) to help Valley Water define and compare the Santa Clara County regional model, connect with stakeholders, and consider new countywide partnerships.

### *Santa Clara County Community Plan to End Homelessness, 2020-2025*

The County of Santa Clara and its partners have developed a five-year *Community Plan to End Homelessness*<sup>3</sup>, which includes a set of strategies and targets designed to reverse

the current growth of homelessness. The plan is centered around three core strategies, each with sub-strategies and tactics:

- **Strategy 1:** Address the root causes of homelessness through system and policy change
- **Strategy 2:** Expand homelessness prevention and housing programs to meet the need
- **Strategy 3:** Improve quality of life for unsheltered individuals and create healthy neighborhoods for all

The plan also outlines key goals that are informed by the three core strategies:

- House 200,000 people through the supportive housing system
- Achieve a 30% reduction in annual inflow of people becoming homeless
- Double temporary housing and shelter capacity to reduce the number of people sleeping outside
- Expand the Homelessness Prevention System and other early interventions to serve 2,500 people per year
- Address the racial inequities present among unhoused people and families and track progress toward reducing disparities

The County of Santa Clara has tracked its performance annually:

- 9,645 people housed, 48% of 2025 goal
- 27% reduction in new households becoming homeless, on track to hit 2025 goal

Through stakeholder convenings that were facilitated by LDC, Valley Water actively explored ways in which it could potentially contribute to some of the regional goals laid out in the *Community Plan to End Homelessness*.

## Needs

### *Funding to Invest in Long-Term Solutions*

Valley Water recognizes funding for long-term solutions as a present and ongoing need. The work of performing encampment cleanups and abatements is costly; an estimate for all efforts related to the relocation of 120 people is approximately \$9.5 million. As described at Board of Directors Special Meeting held on January 18, 2023, there has been consideration around the possibility of enacting a New Special Tax for Valley Water to invest in long-term solutions for encampments of unsheltered people living in riparian corridors. Valley Water could use such funding to help pay for costs like environmental clean-up, outreach, and connection to services and housing, which could potentially result in more engagement from cities and the County.

3 Santa Clara County. *Community Plan to End Homelessness 2020-2025*. <https://destinationhomesv.org/documents/2020/10/2020-2025-community-plan-to-end-homelessness.pdf/>

### *Expanded Homeless Outreach in Riparian Corridors*

Currently, there is an insufficient number of outreach teams and staff across the County to meet the needs of people experiencing unsheltered homelessness. For example, there are less than 130 outreach staff countywide for over 7,000 people experiencing unsheltered homelessness.<sup>4</sup> The County has shifted to prioritizing outreach to those who are more vulnerable as opposed to proactive outreach to everyone. Because of this dynamic, outreach teams need to prioritize certain encampments, often leaving others, including those in riparian corridors unengaged. Because of the shortage of outreach teams, ongoing proactive engagement is difficult, which makes it more challenging to enact encampment resolution strategies since rapport has not already been established. Expanded homeless outreach in riparian corridors would allow Valley Water to focus service on encampment locations of particular concern to water supply and flood protection operations.

Valley Water's Outreach Services Agreement with the County of Santa Clara will go a long way toward addressing the need for expanded outreach along the waterways, but the sustained and increasing levels of homelessness necessitates the availability of still more outreach services. Valley Water has considered its ability to directly contract with an outreach service provider so that Valley Water can more effectively deploy and direct outreach services on its own land. Contracting with a homeless service provider has the potential to also help address the funding need since nonprofits can access federal and state grants and use funding to assist unsheltered people in riparian corridors. Restraints set by Valley Water's governing District Act has limited direct engagement with service providers in the past; but Valley Water has successfully pursued legislative changes that may make it possible going forward.

### *Maintain Primary Authority of Cities and County to Provide Human Services*

While Valley Water has considered contracting with homeless service providers to provide outreach services in riparian corridors, as discussed above, Valley Water still recognizes that need to ensure that the County and cities remain the primary authority to provide human and social services to people experiencing unsheltered homelessness.

### *Interim and Permanent Housing*

As described in Santa Clara County's 2020-2025 *Community Plan to End Homelessness*, there is a shortage of interim and permanent housing. This not only affects the throughput into

permanent housing, but also homelessness prevention and the crisis response system. One of the main barriers to the development of interim and permanent housing is the high cost of land throughout the County of Santa Clara.

### *Prioritization of Unhoused Individuals in Riparian Corridors*

Under current County of Santa Clara Coordinated Entry System (CES) practices,<sup>5</sup> people experiencing homelessness (PEH) are prioritized based on individual vulnerability risk assessment criteria and acuity. This criterion considers the household's situation and identifies the best type of housing intervention to address that situation. A community queue of eligible households is generated from the standard assessment. The community queue is used to fill spaces in the permanent housing programs, including permanent supportive housing and rapid rehousing, in the County. Under this assessment tool, the location of people experiencing homelessness in encampments near sensitive projects that impact the community at-large is not included as a key prioritization factor. Valley Water has indicated a desire to include some of these community at-large factors when determining prioritization for interim and permanent housing.

### *Consistent Goals for Outreach and Ways to Define/Track Encampments Across Jurisdictions*

Across the County of Santa Clara, there are numerous entities that engage in homelessness encampment outreach, cleanups, and abatement. Some of these include, Valley Water, City of San José, Departments with the cities of Gilroy, Milpitas, Morgan Hill, Santa Clara, and Sunnyvale, homeless service providers, Caltrans, PG&E, VTA, and Union Pacific. Currently there is no consistent goal for outreach nor consistent measures or definition of encampments for tracking reduction.

### *More Defined Roles*

Despite formal agreement with City of San José via the MOA for Encampment Cleanup, Trash Removal, and Prevention, there are still gray areas on certain protocols such as which entity has the responsibility to pay for fire response and remediation for damage due to fires originating in encampments along waterways. And in the case of completed flood protection projects, there is still a lack of ongoing coordination on creek maintenance, restoration responsibilities, re-encampment prevention, and resources.

4 According to the 2022 Point-in-Time Count for the Santa Clara County CoC, there were 2,320 individuals experiencing sheltered homelessness and 7,708 individuals experiencing unsheltered homelessness, giving a total of 10,028 people experiencing homelessness throughout the County. [https://files.hudexchange.info/reports/published/CoC\\_Pop\\_Sub\\_CoC\\_CA-500-2022\\_CA\\_2022.pdf](https://files.hudexchange.info/reports/published/CoC_Pop_Sub_CoC_CA-500-2022_CA_2022.pdf)

5 County of Santa Clara Office of Supportive Housing. Coordinated Entry. <https://osh.sccgov.org/continuum-care/coordinated-entry>

## Expanded Partnerships and Collaborative Models

While coordination occurs with various regional partners, Valley Water has looked for ways to expand and solidify partnerships through various collaborative models. While Valley Water understands that county-wide collaboration is taking place, there is a perception by the agency that it is not always considered as a key stakeholder in those conversations.

## Address the Needs of People Experiencing Unsheltered Homelessness in Riparian Corridors

According to the 2022 Point in Time Count (PIT), there are 6,650 individuals experiencing homelessness in the City of San José, 4,975 of them unsheltered (2022 PIT). For every 1 person that is permanently housed, 1.7 become homeless according to Homeless Information Management System (HMIS). Valley Water understands the immense humanitarian and social need to respond to this crisis humanely and compassionately. To reduce unsheltered homelessness, the homelessness response system will need to address homelessness prevention (e.g., homelessness prevention system, eviction help center, tenant protections/rent stabilization, and affordable housing resources), crisis response (e.g., outreach and engagement, Project Homekey, interim housing and emergency shelter, safe parking, employment programs, and housing problem solving), and housing solutions (e.g., permanent supportive housing, affordable housing, and rapid rehousing).

## Available Resources

### Funding Resources

Most federal funding available to Valley Water is limited to addressing environmental and water quality impacts to waterways caused by encampments. Both federal and state funding for homeless services excludes independent special districts, such as Valley Water, with missions related to water resources. The state of California has appropriated billions of dollars towards services to support people experiencing unsheltered homelessness, with a portion dedicated to encampment cleanup efforts. Valley Water's best chance to access state funding is through partnerships with cities, the County, homeless service providers, or healthcare

entities. Of note, the California Special Districts Association State Legislative Committee approved a request to expand eligibility for Encampment Resolution Funds<sup>6</sup> to include special districts, which has the potential to increase funding available to Valley Water.

At the local level, Valley Water's [Measure S] Safe, Clean Water and Natural Flood Protection Program provides \$500,000 annually in cost-share agreements with local agencies for services related to encampment cleanups. However, due to increased costs, there are no additional reserve funds to expand the Encampment Cleanup Project.

### Homeless Service Providers

The County of Santa Clara and the City of San José have a strong homeless service provider network<sup>7</sup> consisting of sophisticated agencies like PATH and Destination:Home. These organizations provide services to hundreds of individuals annually. PATH (People Assisting the Homeless) provides homeless street outreach, clinical case management, service referrals, and permanent housing assistance throughout the City of San José. Destination:Home innovates, advocates for policies, and funds impactful strategies that reduce and prevent homelessness.

### Valley Water Land

Valley Water has worked with local agencies to identify whether its unutilized lands could potentially be used for emergency interim housing or even permanent supportive housing through transfer or another type of agreement with a city or the County, and it will continue to assess the availability of any of its land holdings that may be suitable for these purposes.

6 Cal ICH. Encampment Resolution Funding (ERF) Program. [https://www.bcsd.ca.gov/calich/erf\\_program.html](https://www.bcsd.ca.gov/calich/erf_program.html)

7 City of San José. Homeless Services. <https://www.sanjoseca.gov/home/showpublisheddocument/85282/637872524416730000>



# Key Informant Interviews

This section presents a summary of findings from key informant interviews (KIIs) facilitated by LDC on behalf of Valley Water. Those who participated in interviews are referred to as key informants, while the broader group of stakeholders across the region are referred to as key stakeholders. Key informants were identified by Valley Water due to their knowledge, expertise, and experience working with the unsheltered population within the County of Santa Clara. Findings from the interviews provided background and context around the status of waterway encampments and homelessness, County and City priorities, and strengths and needs of the homelessness response system. Interviews were also used as a tool to measure key informant commitment and interest in addressing waterway encampments in collaboration with Valley Water, as well as perceptions and understanding of Valley Water's roles and responsibilities in doing so.

LDC collected responses related to the following themes and anticipated outcomes of the future key stakeholder convenings:

- Strengthen Partnerships and Collaboration
- Clearly Define Roles and Responsibilities
- Expand Housing Opportunities for Unhoused Individuals Within Waterways
- Expand Outreach Efforts

## Key Findings

1. Key informants expressed interest in future collaborative work with Valley Water, especially under the new and current leadership of key agencies.
2. Any future work must be guided by an agreed upon set of values determined by Valley Water and key stakeholders.
3. Upcoming key stakeholder convenings should focus more on strategic, long-term solutions rather than just encampment abatement and management issues.<sup>1</sup>
4. There are upcoming opportunities to better integrate Valley Water into the homelessness response system, including participation in the *Santa Clara Community Plan to End Homelessness*.



## Key Informant Interviews

Key informant interviews (KIIs) were conducted with the objective of learning more about the City of San José, the County of Santa Clara, and homelessness response efforts. Additionally, KIIs provided an opportunity for informants to speak about their previous interactions with Valley Water, successes, and challenges, and allowed LDC to gather feedback on the proposed convenings scheduled for August -September 2023.

## Methods

LDC conducted a small cohort of KIIs to help orient the development and implementation of the series of key stakeholder convenings focused on encampments of unsheltered people along waterways across the region. Interviews were conducted between April 14, 2023, and May 3, 2023.

Interviews were guided by a semi-structured protocol informed by discussions with Valley Water staff around proposed outcomes for future work with key stakeholders (see Appendices 3 and 4). Key informants were identified by Valley Water staff due to their role within the city and county agencies, their knowledge and expertise on the issue of homelessness, and their experience in directly working with unsheltered persons residing along waterways. LDC also utilized a snowballing technique to gather names and contact information of additional informants or stakeholders.

The following agencies participated in interviews:

- City of San José (3 interviews), 3 key informants
- Destination: Home (1 Interview), 1 key informant

<sup>1</sup> Key informant interviews were held 4 months prior to the key stakeholder convening series.

- PATH (People Assisting the Homeless) (1 interview), 3 key informants
- County of Santa Clara (1 interview), 1 key informant

Key informants verbally consented to the interview with the understanding that all information shared would be presented in aggregate without ascribing statements to any specific key informant. Interviews were held virtually and lasted between 30 minutes to 1 hour each depending on the key informants availability. During each interview, 1-3 LDC staff members were present to 1) facilitate the interview 2) co-facilitate, and 3) take notes, as needed. Interviews were recorded, transcribed, and analyzed. Notes were then compared to transcripts to ensure validity. LDC then categorized responses and structured the analysis based on the following themes ([see Appendix 5](#)):

- Strengthen Partnerships and Collaboration
- Clearly Define Roles and Responsibilities
- Expand Housing Opportunities for Unhoused Individuals Within Waterways
- Expand Outreach Efforts

## Analysis and Summary

### *Strengthen Partnerships and Collaboration*

All key informants shared a strong commitment to working together and strengthening partnerships among the broader key stakeholders, including Valley Water, to address the unsheltered crisis along waterways. There was expressed interest in better coordination, as well as how to better partner in an environment with evolving responsibilities, roles, needs, and resources. Key informants mentioned recent agreements with Valley Water and supported the partnership required to move this forward. Specifically, informants expressed gratitude for Valley Water's recent collaborative work and expressed interest in growing it. Some informants were aware of the more stringent discharge requirements along the waterways that require enhanced partnerships. Since partnership approaches are often influenced by an entity's leadership, there was also optimism around new leadership across many key entities who are essential to addressing the unsheltered crisis, including people with lived experience. A key informant stressed the importance of also partnering with people with lived experience and those who are on the ground:

"...what it means for someone when they leave that area or experience that trauma and go into a home or someplace else and all the things associated with that is completely missed in these [conversations]. So, the more that we can trust and lean on people who have this experience, the better..."

One key informant suggested that it would be helpful to create spaces and dialogue where entities can share about

what is happening and what needs to happen without seeming critical about all the great work that is already taking place. Indeed, key informants expressed interest in participating in the planned key stakeholder convenings but noted foreseeable challenges in scheduling due to people's limited availability. One additional recommendation shared was that the planned convenings not be duplicative of past working groups and that they focus on more than just encampment abatement and management issues.

### *Clearly Define Roles and Responsibilities*

Key informants spoke about the challenge of creating an interdependent system to address the holistic needs of everyone impacted by homelessness, especially along the waterways. The continued growth of all entities and their evolving roles and responsibilities often results in everyone working or "stretching" beyond their more traditional scopes. This, particularly, can create great opportunities but also significant challenges. While there is some understanding of Valley Water's limitations in terms of addressing an issue outside of its primary focus, there is also an expectation [from the KIs] that those involved in addressing this crisis have some flexibility to stretch beyond their traditional roles. Furthermore, there was an expressed interest in exploring how Valley Water's work could be more strategic and expand beyond encampment management and abatement. Key informants shared that under the current leadership of many key agencies, including Valley Water, "the time is right" to work together in a way that is innovative and connected to a systematic approach to addressing homelessness. There was also an acknowledgement that reconciling work focused on ending homelessness and managing the impacts of homelessness on waterways can be a challenge. Informants believe that there is an opportunity to better inform all key stakeholders around what everyone is doing on a regular basis, including what is driving these shifts and changes, and what political pressures are impacting this work.

Furthermore, to ensure successful collaborative efforts, it is important for everyone to have a clear understanding of roles, responsibilities, and the current political climate. Moreover, an informant shared that exploring some common aims would be helpful:

"For us, a lot of what makes our efforts successful is that we work together to come up with common goals and each of us has a responsibility/commitment around making those goals happen and that helps us manage expectations."

Informants also discussed the difficulty of managing differing mandates, political pressures, and the myriad of people and entities to whom hold them accountable which include housed neighbors, respective boards, environmental agencies, the State, and the U.S. Department of Housing and Urban Development (HUD). Informants felt that these entities are not fully aware of significant gaps between what

is needed versus what is available to address unsheltered homelessness. This further fuel tensions and finger pointing. One informant noted that there are shared values around bringing dignity to people and recognizing that this is what they consider home, and that a conversation around shared values could generate new and interesting partnerships that do not exist today. Additionally, there was feedback around some potential homelessness systems shifts that aim to enhance services and housing throughput to better assist those experiencing unsheltered homelessness along the waterways and beyond.

Lastly, there is a potential opportunity for Valley Water to be a part of the development of the forthcoming Santa Clara *Community Plan to End Homelessness* in the upcoming year (2024). One informant noted that while the *Community Plan to End Homelessness* is quite comprehensive, it is not designed to include every facet of this work to address homelessness. To that end, some collaborative initiatives would need to be developed outside of this plan, and figuring out how to do this while ensuring initiatives align will be important.

### *Expand Housing Opportunities for Unsheltered Individuals Within Waterways*

There was a universal acknowledgment that housing opportunities are in short supply and much needed. Additionally, informants noted the importance of ensuring that this work addresses the comprehensive needs of people experiencing homelessness with the goal of ending each person's homelessness. However, entities are often focused on the encampment management and cleanup aspects of this work, which may happen without consideration of the broader ecosystem and needs. This often leads to the identification of gaps and potential solutions that may not actually address the broader goal. As previously mentioned, there was discussion about homeless services systems improvements that could potentially help move people through the system, but those improvements are still in development.

Informants commended the planned Emergency Interim Homes Project with Valley Water. They also acknowledged that there is a dearth of interim housing beds which creates significant challenges in bringing people indoors. Furthermore, competing priorities on who gets prioritized for these beds makes access challenging. Regarding permanent housing, there was an acknowledgement of the tension between higher level agencies. For example, HUD requires housing prioritization by vulnerability for permanent supportive housing (PSH), whereas the State and federal regulatory agencies require the prioritization of waterways.

### *Expand Outreach Efforts*

There was also notable excitement around the new PATH outreach team and their focused work on designated Valley Water areas.<sup>2</sup> Informants expressed that a devoted, proactive

team was the correct approach. However, there is some concern that caseloads will remain high, and gaps will remain in outreach coverage. Another informant noted the challenge of engaging and serving those experiencing vehicular homelessness, as this cohort is different than those dwelling in tents and makeshift shelters. There was also discussion around a broader and better coordinated homeless outreach model for the region. One informant noted the lack of sufficient funding to conduct additional outreach to specific waterways and suggested the following:

“The Water District relies very much on the City’s contracted partners for outreach on their property. I think that is an area where we both have some mutual benefits, mutual interest, and shared mutual goals. That is an area where we could potentially jointly fund [an] outreach team that is focused on creeks and waterways.”

### **Additional Insights Informed by Key Informants Interviews**

Informants discussed the challenges and tensions surrounding unsheltered homelessness and its impact on water quality in the city of San José. There is a need to prevent waste from entering waterways and comply with water quality regulations, which may require limiting encampments along creeks. However, there are also economic and social impacts of homelessness that need to be considered. The overall message is that addressing homelessness along waterways requires a thoughtful and integrated approach that considers these various factors.

### *Resource Gaps*

It would be helpful to illustrate the significant gap between needs and the actual availability of resources with an emphasis on the need for housing, to clear up any assumptions and misinformation among all stakeholders, including Valley Water.

### *Santa Clara Community Plan to End Homelessness*

The *Community Plan to End Homelessness* is an important backbone for addressing homelessness, but there are other issues related to water quality and hazardous waste that are not addressed in the plan. The City of San José and Valley Water need to consider these issues and find a way to integrate their efforts with the *Community Plan to End Homelessness* without disrupting the existing ecosystem of hard-fought wins. It is important to manage these impacts better to ensure success in organizational mandates.

A potential strategy for involving Valley Water and delivering the goals of the *Community Plan to End Homelessness* is for each city to partner with the County and choose what they want to focus on, creating a connection to the overall work.

<sup>2</sup> This is the same outreach team that is funded through Valley Water’s agreement with the County of Santa Clara.



## *Proactive Outreach vs. Reactive Outreach and Effectiveness*

Street-based case management outreach is more effective than reactive outreach in connecting people to housing opportunities, and there is a need to increase the use of this approach. This recognition is driving some changes in the outreach strategies within the response system.

### *Outreach Gaps*

The City of San José operates a hotline for reporting encampments and unsheltered individuals, which receives over 10,000 emails and calls per year. However, there is only one outreach team with five members to respond to these reports citywide. This team is also responsible for working with Valley Water, which creates a backlog of requests. The lack of funding limits the team's ability to build trust and relationships with the unsheltered population.

There are over 5,000 unsheltered individuals in San José, but only 64 outreach workers. It is impossible to connect with everyone and build relationships with such limited resources. The outreach teams can only offer what they have available to them.

### *Competing Priorities of Key Entities*

The purpose of outreach for people working in county government's social services is to help unsheltered individuals get connected to housing and meet their needs. However, for those working in other professions such as law enforcement or parks and recreation, the answer may differ.

### *Place-Based vs. Vulnerability-Based Prioritization and Impact on Housing Throughput*

The County has a model for interim housing where they prioritize those in the community queue for permanent housing, but there is a lack of permanent housing slots available. The outreach efforts can be utilized to help amplify this work. The California Regional Water Quality Control Board suggests prioritizing housing for people along waterways, while HUD prioritizes the sickest, most vulnerable people first. People should be given preference for interim housing in their own community where they are unsheltered. Re-prioritization of who gets access to beds should be done depending on emergent needs, such as vulnerable people at risk of COVID, and those at risk due to flooding.

### *Partnering With Valley Water and Shared Values*

Working together with common goals and responsibilities helps manage expectations. The shared value of bringing dignity to people and recognizing their home and belongings creates an opportunity for new partnerships. For example, there is an opportunity for better integration of Valley Water into the PIT count to unlock funding for the overall effort. Joint funding for an outreach team focused on creeks and waterways could benefit all. Mutual messaging and education around homelessness and its root causes can be shared. There is an opportunity for Valley Water to partner more closely with the County for a deeper collaboration

around the shared obligation to the state. Currently, Valley Water operates under rules and mandates that, at times, impact their ability to collaborate on issues outside of their scope with external partners.

### *Recommendations*

The following recommendations were informed by the KIs and background research on strategies to address encampments implemented in other regions both within California and out of state.

**Recommendation 1:** The key informants interviewed expressed interest in future collaboration with Valley Water, but it is apparent through these discussions that there is varied understanding of Valley Water's motivation to launch this current initiative and its role in addressing homelessness along waterways. In upcoming key stakeholder convenings, KIs would benefit from a specific discussion that clarifies Valley Water's limitations, funding, availability of resources, and contractual responsibilities.

**Recommendation 2:** Since there is currently no formal process to document unsheltered homelessness along and within the water system, it is difficult to determine the exact number of encampments and/or unsheltered individuals on water district property. Valley Water, as well as partners, would benefit from the implementation of a formal data tracking system to accurately record the number of individuals living along the water system.

**Recommendation 3:** Valley Water can better integrate itself into the homelessness response system by participating in existing activities such as the Santa Clara Point-In-Time Count and the Santa Clara *Community Plan to End Homelessness*.

**Recommendation 4:** Key informants are aware that the development of a formal strategy among all cities, the County of Santa Clara, and community-based partners requires a longitudinal approach and will not be formalized in a series of 3-4 meetings. To that end, LDC recommends that the stakeholder convenings focus on the development of a roadmap that will serve as a framework for future work with key stakeholders focused on actual development and implementation of strategies.<sup>3</sup>

**Recommendation 5:** All future work between Valley Water and key stakeholders must be guided by a set of principles and goals as determined by all involved and in alignment with best practices in addressing unsheltered encampments published by United States Interagency Council on Homelessness.<sup>4</sup>

3 Recommendations were drafted 4 months prior to the key stakeholder convening series.

4 United States Interagency Council on Homelessness. 7 Principles for Addressing Encampments | United States Interagency Council on Homelessness (USICH). <https://www.usich.gov/tools-for-action/7-principles-for-addressing-encampments/>



# Valley Water Key Stakeholder Convenings

As a part of the roadmap development process, Valley Water hosted three in-person convenings, inviting some of the critical leaders in the homelessness sector to the table to ensure alignment with best practices and local homelessness solution planning. The convenings took place over a span of four weeks on the following dates.

- Convening 1: August 28, 2023
- Convening 2: September 11, 2023
- Convening 3: September 18, 2023

Key stakeholders (representatives) from the following agencies were invited to participate to ensure a holistic approach. Each convening was held over three hours, giving the opportunity for in-depth discussions and problem solving.

- City of San José
  - City Manager's Office
  - Parks, Recreation, and Neighborhood Services
- County of Santa Clara
  - Community Services Division
  - Continuum of Care
  - Homelessness Response Team
  - Housing Department
  - Office of Supportive Housing
- Destination: Home
  - Lived Experience Advisory Board (LEAB)
  - Lived Experience and Innovation
- PATH (People Assisting the Homeless), Santa Clara

To ensure that each convening was rooted in the needs of the community, LDC conducted direct outreach, in partnership with Destination: Home, to engage people with lived expertise as key stakeholders in each convening. Once individuals were identified by Destination: Home, LDC reached out with a one-page explanation of the goals, process, and roles for the LEAB members. Individuals were offered opportunities to connect with LDC team members to answer any questions they had, and compensation for



their expertise was denoted in the correspondence. LEAB members attended all three convenings, and their input and feedback were essential to keeping the conversations grounded. ([See Appendix 6 for one-pager](#))

## Convening 1

Convening 1 focused on the strengths and needs, goals, and outcomes, and short-term vs. long-term outcomes of all parties present. External partners were formally informed of the purpose for the convenings in Valley Water's opening remarks and throughout the presentation. The following anticipated outcomes were also shared.

1. Each organization gains a **clear understanding of the other organizations' roles, responsibilities, and limitations** in addressing homelessness, particularly unsheltered homelessness.
2. Participants gain a **clear understanding of Valley Water, County, and City overarching goals and regulatory requirements related to addressing encampments along the waterways**—to reduce harmful environmental impacts, to allow Valley Water access for necessary operations and maintenance activities, and to ensure that Valley Water flood protection and mitigation projects can be implemented in a timely fashion.
3. Participants **identify a variety of tools, approaches, and best practices** to house unsheltered people residing along waterways, reducing the need for abatements, and ultimately reducing encampments.
4. Each organization **identifies resources it can commit toward the effort** of reducing the number of people living along the waterways owned and managed by Valley Water.

## 5. Participants **identify new resources that can be used to support and house** people living along the waterways.

Valley Water and LDC provided level-setting information to confirm that all stakeholders were starting with a basic understanding of why encampments are often formed along waterways, the challenges that come with both living in and addressing those encampments, safety concerns, and best practices and principles in addressing encampments.

Valley Water and LDC set objectives in advance, and discussion among the stakeholders focused on each of the following objectives—

1. Identify strengths and needs of each participating agency or organization as it relates to addressing homelessness.
2. Identify goals and outcomes as they relate to the convenings and overall addressing encampments along waterways (partner-focused).
3. Identify short-term and long-term outcomes as a group, focused on the unsheltered population residing along waterways, environmental impacts, and future collaborative work among key stakeholders.

## Convening 2

The purpose of Convening 2 was to assess the resources and activities that effectively address homelessness along waterways and proposed measures of success. In advance of Convening 2, the LDC team reviewed all the feedback received throughout the duration of the project, including interviews with Environmental Creek Cleanup Committee members, key informant interviews, and feedback from the stakeholders who attended Convening 1, and identified the top six priority areas with Valley Water approval. Potential associated goals, next steps, and activities were also identified.

The following were identified as Valley Water’s top priority areas:

1. Strengthened Partnerships and Collaboration
2. Data and Monitoring
3. Strategic Communication
4. Coordinated Outreach
5. Infrastructure and Staffing
6. Housing Opportunities

Alongside Valley Water staff, LDC presented the top priorities and opened discussion to the stakeholders. As indicated in the sections below, stakeholders were able to provide context, guidance, and input to align Valley Water’s activities with those of the overall regional homelessness response. For example, stakeholders were able to identify the relevant cross-sector meetings for Valley Water to attend to ensure coordination, outreach, participation in the *Community Plan to End Homelessness*, etc.

## Convening 3

For Convening 3, LDC assisted Valley Water and the other stakeholders in formalizing next steps as for each of the priority areas. Considering that it was the last official convening, LDC created a process map for the group to work through together, identifying who could assist with what task, timelines associated with each task, and how the follow-through would occur. This allowed both Valley Water and the other stakeholders to be as specific as possible in the commitments made to collaboratively address homelessness along the waterways.

Upon completion of the process map, the group discussed the consideration and inclusion of additional key partners to ensure their participation in future collaborations and discussions. These partners were identified for each priority area depending on relevancy and need. Partners included: environmental services departments from the City of San José, the County, Valley Water, the Valley Water Stormwater Permit team, the respective emergency management departments from the City of San José, the Santa Clara Housing Authority, and others.

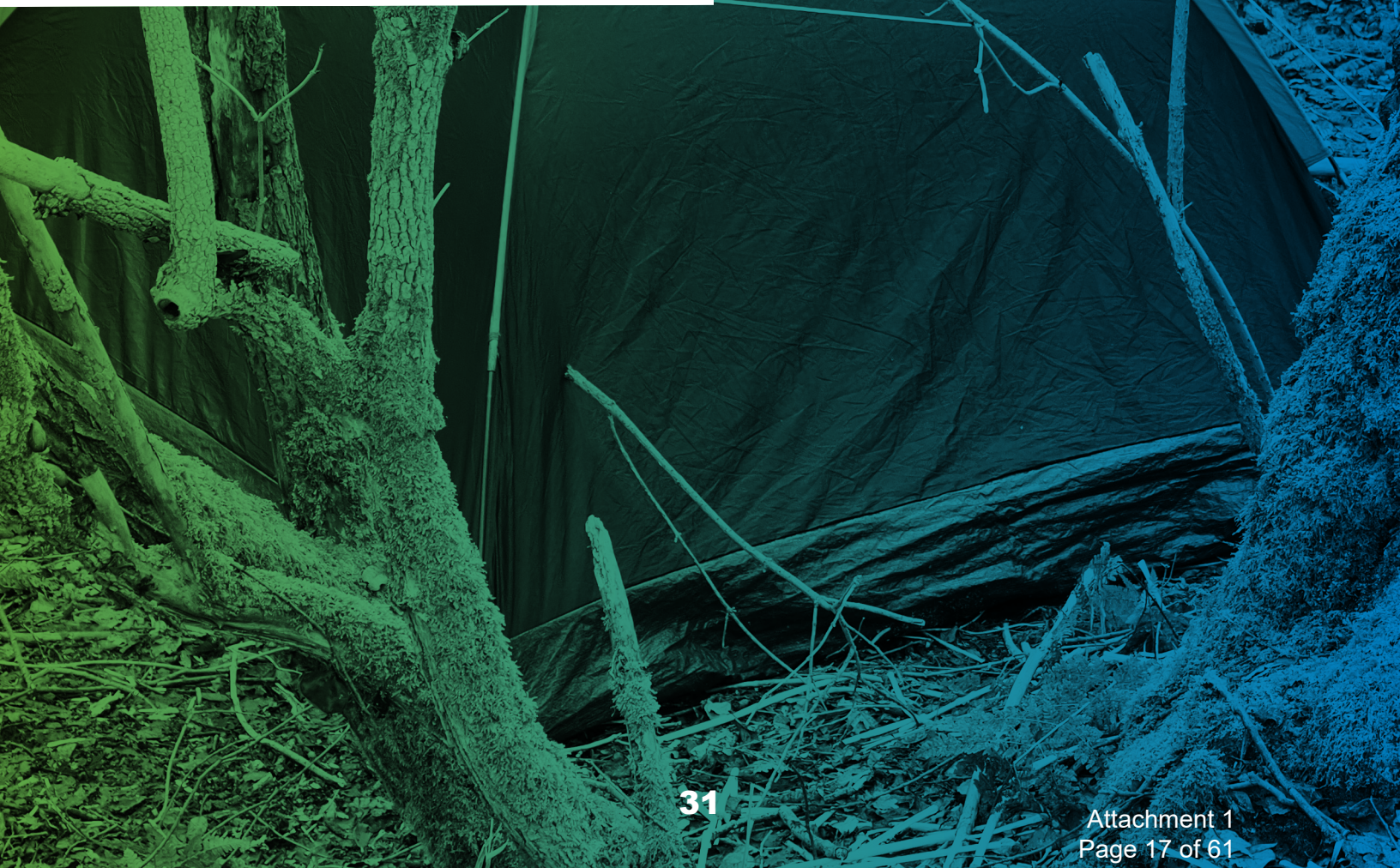
As a conclusion to the convenings, the final roadmap and report were discussed, along with anticipated next steps from Valley Water. The meeting ended with a reminder of the ultimate purpose of these convenings and this process:

[The development of] a comprehensive roadmap that effectively and collaboratively addresses unsheltered homelessness along waterways and promotes the restoration and preservation of the ecosystem.



# Valley Water Priority Areas

For each priority area, associated goals, next steps, and activities were identified by LDC and approved by Valley Water to help facilitate in-person discussion amongst stakeholders. Particularly in Convenings 2 and 3, LDC relied on external partners to assist in determining the relevance of the identified activities and any gaps that appeared with which Valley Water could assist. As a part of the process map activity in Convening 3, the activities were assessed and built out as the group saw fit, along with answering the questions of “how, who, and when”. Only the activities that required external assistance or support for Valley Water were included in the process map; those that are internal to Valley Water only were not listed. The information below is a synthesis of all the discussions around each priority area.





## 1. Strengthen Partnerships and Collaboration

“Strengthen Partnerships and Collaboration” was selected as the top priority, serving as the foundation on which all other priority areas were built. At the time, Valley Water did not play an official role in the regional homelessness system, but all stakeholders agreed that Valley Water and its associated actions directly impact individuals experiencing homelessness along the waterways. To ensure coordination, stakeholders identified opportunities for Valley Water integration into the homelessness system, such as participation in relevant meetings, securing joint funding, and participating in the development of the *Community Plan to End Homelessness*.

### Goal

Foster strong partnerships and enhance collaboration among key stakeholders, including local government agencies, non-profits, community-based organizations, advocacy groups, healthcare, and people with lived expertise.

### Process Map

Strengthen Partnerships and Collaboration			
Valley Water Action	How	Who	When
Participate in relevant collaborative meetings.	<ol style="list-style-type: none"> <li>1. Coordination for Issues Impacting Unhoused with LEAB</li> <li>2. Outreach Coordination (Countywide)</li> <li>3. Caltrans meetings</li> <li>4. Quarterly CoC Membership meetings</li> <li>5. Stakeholder meetings focus on the new iteration of the <i>Community Plan to End Homelessness</i></li> <li>6. Valley Water cross-sector collaborative</li> </ol>	<ol style="list-style-type: none"> <li>1. City of San José → Valley Water</li> <li>2. City of San José → Valley Water</li> <li>3. City of San José → discuss with necessary parties</li> <li>4. Santa Clara County → Valley Water</li> <li>5. Santa Clara County → Valley Water</li> <li>6. Valley Water</li> </ol>	Emails/invites to be sent week of 9/18
Identify areas/ meetings hosted by Valley Water that could use stakeholder support (e.g., ECCC meetings).	<ol style="list-style-type: none"> <li>1. ECCC</li> <li>2. Joint meetings</li> <li>3. Board meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water → LEAB (add to list serv); dependent on topic</li> <li>2. Valley Water → Santa Clara County</li> <li>3. Valley Water → dependent on topic</li> </ol>	<ol style="list-style-type: none"> <li>1. As needed</li> <li>2. November 16th</li> <li>3. As needed</li> </ol>
Establish process for exploring and securing joint funding opportunities.	<ol style="list-style-type: none"> <li>1. Standing bi-weekly meeting</li> <li>2. Standing bi-weekly meeting</li> <li>3. ESD—grant management team</li> <li>4. MCP meeting RE: HHIP \$</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water to reach out to Santa Clara County as agenda items arise</li> <li>2. Santa Clara County to reach out to Valley Water as potential opportunities arise</li> <li>3. Valley Water to reach out</li> <li>4. Santa Clara County → Valley Water</li> </ol>	When new Valley Water grants team is onboarded

### Next Step(s)

- Develop coordinated approach to addressing homelessness along waterways.
- Develop a common understanding of the goals that agencies will consider together when assessing encampment locations.
- Enhance ongoing coordination and establish reliable expectations of key stakeholder responsibilities as it relates to encampment management, permanent relocation of encampments, and re-encampment prevention.

### Activities

- Valley Water to host monthly cross-sector collaborative meetings with key stakeholders working to address unsheltered people living along waterways.
- Valley Water participation in stakeholder meetings for the development of *Santa Clara Community Plan to End Homelessness*.
- Establish process for exploring and securing joint funding opportunities.
- Valley Water to share potential joint funding opportunities in monthly cross-sector meetings.

## 2. Data and Monitoring

Quality data and consistent monitoring are imperative to understand trends, identify strengths and gaps in the system, and evaluate the effectiveness of interventions. With both the external stakeholders and Valley Water collecting their own data, it is important to ensure methodologies and data points are similar enough to aggregate for a comprehensive view of homelessness along waterways.

### Goal

Develop and implement a comprehensive data-driven system for monitoring and addressing homelessness along waterways with the aim of improving the well-being and providing effective support to individuals experiencing homelessness along the waterways.

### Next Step(s)

- Valley Water implementation of a formal data tracking system to accurately record the number of individuals living along the waterways.
- Ensure geospatial data mapping capability; map out encampments and areas under specific regulations.

### Activities

- Valley Water to conduct bi-annual/annual PIT count along waterways.
- Valley Water participation in the Santa Clara Point in Time Count.
- Valley Water to research potential geospatial data tracking systems to utilize.

### Process Map

Strengthen Partnerships and Collaboration			
Valley Water Action	How	Who	When
Connect with Applied Survey Research.	Conversation with County first (RE: waterways PIT Count, mapping, etc.) to prevent duplication of efforts.	Santa Clara County → Valley Water	Emails/invites to be sent week of 9/18
Participate with PIT Count planning.	Conversation with County first (RE: waterways PIT Count, mapping, etc.) to prevent duplication of efforts.	Santa Clara County → Valley Water	Emails/invites to be sent week of 9/18
Research potential geospatial data tracking systems to utilize.	<ol style="list-style-type: none"> <li>1. Data needs identification meeting (City of San José)</li> <li>2. Salesforce meeting (City of San José)</li> <li>3. Information RE: Valley Water's process</li> </ol>	<ol style="list-style-type: none"> <li>1. City of San José and Valley Water</li> <li>2. City of San José → Valley Water (folks from their Salesforce team that can discuss this)</li> <li>3. Valley Water → Santa Clara County (to pass along)</li> </ol>	Emails/invites to be sent week of 9/18

### 3. Strategic Communication

Communication is essential to ensure clear expectations, consistent processes, and aligned responses throughout the system. Throughout discussions, it was noted that many of the encampment residents did not feel as comfortable with Valley Water staff as they do with others. In an effort to reduce communication barriers and ensure the residents knew of any upcoming interventions (e.g., clean-ups), actions were taken for Valley Water to share directly with the LEAB and service providers to have consistent and timely messaging, with clarity for the encampment residents as a top priority.

#### Goal

Develop and implement a comprehensive communications strategy to effectively raise awareness, engage the public, and provide support for homeless outreach initiatives.

#### Next Step(s)

- Develop regional communications strategy to inform unsheltered populations of creek clean up, resources, and timeline.

#### Activities

- Valley Water to provide clean-up schedule to LEAB on a regular basis.
- Valley Water to share clean-up schedule in monthly cross-sector meetings.
- Valley Water to share regulations, timelines, and schedules in monthly cross-sector meetings.

#### Process Map

Strengthen Partnerships and Collaboration			
Valley Water Action	How	Who	When
Identify new strategies to spread the word through encampments for clean ups and abatements, prioritizing clarity for the encampment residents.	Conversation with Strategy 3 leads for <i>Community Plan to End Homelessness</i>	Santa Clara County → Valley Water	2023

## 4. Coordinated Outreach

With external stakeholders and Valley Water all conducting their own forms of outreach (with varying definitions), the ability to coordinate it for continuity of care for the encampment residents was significant. Identifying ways for all parties to participate in outreach strategies together, additional ways Valley Water could get involved, and other areas for improvement in current projects were all included in the process mapping.

### Goal

Establish an expanded coordinated outreach strategy to effectively address homelessness along waterways, ensuring the provision of essential services, resources, and support to individuals experiencing homelessness in these specific locations.

### Next Step(s)

- Identify effective outreach strategies and leverage resources that positively impact encampments along waterways on Valley Water land.
- Utilize outreach strategies and leverage resources that result in coordinated outreach efforts.

### Activities

- Valley Water to participate in encampment/outreach coordination meetings between necessary stakeholders (e.g., PATH and City of San José).
- For Valley Water funded projects, host consistent coordination meetings with appropriate stakeholders.
- Valley Water to participate in the coordination of stakeholder outreach activities, when appropriate (e.g., designated Valley Water staff participates in creek assessment alongside outreach workers).

### Process Map

Strengthen Partnerships and Collaboration			
Valley Water Action	How	Who	When
Participate in emergency preparedness coordination.	Conversation with emergency preparedness team through Santa Clara County	Santa Clara County → Valley Water	2023
Identify ways to further communicate ahead of a clean-up.	<ol style="list-style-type: none"> <li>1. Conversation with Strategy 3 leads for <i>Community Plan to End Homelessness</i></li> <li>2. Participation in bi-weekly meeting with LEAB</li> </ol>	<ol style="list-style-type: none"> <li>1. Santa Clara County → Valley Water</li> <li>2. City of San José → Valley Water</li> </ol>	2023
Determine if City of San José specific outreach meeting would be beneficial (or potentially weekly touchpoints).	Installment of a new meeting post hiring for RFP.	City of San José → Valley Water	January 2024
Procure additional funding for outreach in partnerships with regional stakeholders.	<ol style="list-style-type: none"> <li>1. Standing bi-weekly meeting</li> <li>2. Standing bi-weekly meeting</li> <li>3. ESD—grant management team</li> <li>4. MCP meeting RE: HHIP \$</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water to reach out to Santa Clara County as agenda items arise</li> <li>2. Santa Clara County to reach out to Valley Water as potential opportunities arise</li> <li>3. Valley Water to reach out</li> <li>4. Santa Clara County → Valley Water</li> </ol>	When new Valley Water grants team is onboarded

### 5. Infrastructure and Staffing

To complete all the aforementioned tasks, Valley Water would have to ensure they have enough capacity. While Valley Water had been in the process of building new staff positions to better address this, the external stakeholders were brought into the process to make certain that those hired would have a background and experience in homelessness. External stakeholders also volunteered to assist in advertising the position to capture the appropriate applicants.

#### Goal

Increase the capacity of Valley Water to address homelessness along waterways by investing in infrastructure and staffing.

#### Process Map

Strengthen Partnerships and Collaboration			
Valley Water Action	How	Who	When
Discuss roles and responsibilities for Valley Water new hires.	<ol style="list-style-type: none"> <li>Sit the interview panel</li> <li>Send Housing and Homelessness Concerns (HHC) position description                             <ol style="list-style-type: none"> <li>Determine where to advertise</li> </ol> </li> <li>Advertise on Valley Water's behalf</li> </ol>	<ol style="list-style-type: none"> <li>Valley Water → Santa Clara County &amp; City of San José</li> <li>Santa Clara County → Valley Water</li> <li>Valley Water → Santa Clara County &amp; City of San José</li> </ol>	TBD

#### Next Step(s)

- Hire a full-time homelessness liaison to lead Valley Water's outreach activities in partnership with other regional stakeholders.

#### Activities

- Valley Water to identify the role and responsibilities of the homelessness liaison and draft the job description.
- Valley Water to ensure homelessness liaison is someone with extensive experience/background in homelessness.



## 6. Housing Opportunities

One of the biggest barriers for those experiencing homelessness is the lack of affordable housing available and the lack of throughputs to access affordable housing. As a water district that owns land, Valley Water decided to assess potential usage of the unused land it owns to address unsheltered homelessness in Santa Clara County.

### Goal

Create strategies to meet the housing and supportive services needs of the unsheltered population to humanely assist in their permanent relocation out of waterways.

### Next Step(s)

- Explore ways in which Valley Water can contribute land to ongoing housing efforts in consideration of the limitations imposed by the District Act.
- Collaborate with local housing agencies: Valley Water can partner with local housing agencies, such as housing authorities, to identify suitable parcels of land for housing development.
- Actively engage with local government and community organizations to support housing policies and initiatives that align with the District Act.

*Note: AB 1469 amends the District Act to authorize Valley Water to assist unsheltered individuals living along streams, in riparian corridors, or otherwise in the district's jurisdiction, in consultation with a city or the County of Santa Clara, to provide solutions or improve outcomes for unsheltered individuals. Specifically, the bill will allow Valley Water more flexibility to use district land and a part of an existing ad valorem property tax for lasting encampment solutions. The intent is to work with local cities or the County to construct low-barrier navigation centers, supportive housing, transitional housing, affordable housing, or other facilities to assist unsheltered people.<sup>1</sup> These facilities would be operated by a city, the County, or a non-profit with the appropriate expertise to provide shelter and services that can improve outcomes for unsheltered people. AB 1469 will help Valley Water comply with federal case law that requires a legitimate offer of shelter before relocating an unsheltered person from public land.<sup>2</sup>*

*AB 1469 will take effect on January 1, 2024.*

### Activities

- Valley Water to assess the feasibility of hiring a land use consultant.
- Valley Water to identify parcels of land that could potentially be used for housing.
- Determine appropriate uses of land.

### Process Map

No process map was completed for this Priority Area with the stakeholders during the convenings, as all next steps and activities are internal for Valley Water.

<sup>1</sup> E.g., low-barrier navigation centers, supportive housing, transitional housing, affordable housing, or other facilities to assist unsheltered people

<sup>2</sup> [California Takes Action to Tackle Homelessness | California Governor](#)

# Roadmap to Address Homelessness Along Waterways

## Valley Water Priority Areas

### 1. Strengthen Partnerships and Collaboration

Inputs- what do we need?	Activities- What will we do?	Outputs- What happens immediately?	Short-term Outcomes- What are our goals?	Long-term Outcomes- What are our goals?	Key Partners
Actual or anticipated resources to plan or accomplish goals (e.g., infrastructure, partnerships, fundings, community resources)	Current or proposed activities to effectively address homeless encampments along waterways	Activities will produce the following evidence... How will we measure success?	Activities will result in the following changes...	Activities will result in the following changes...	The following key partners should be involved for holistic success...
<ul style="list-style-type: none"> <li>Valley Water Staff (e.g., facilitator, liaison)</li> <li>Meeting materials/ supplies</li> <li>Protocols</li> <li>Staff Time</li> <li>Partnerships/ Partners</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Valley Water to participate in relevant, cross-sector collaborative meetings with key stakeholders working to address unsheltered people living along waterways. <ul style="list-style-type: none"> <li>Coordination for Issues Impacting Unhoused w/ LEAB (bi-weekly)</li> <li>Outreach Coordination (monthly)</li> <li>Caltrans meeting</li> <li>Quarterly CoC</li> <li>Stakeholder meetings focused on the new iteration of the Community Plan to End Homelessness</li> </ul> </li> <li>Valley Water participation in stakeholder meetings for the development of Santa Clara Community Plan to End Homelessness.</li> <li>Establish process for exploring and securing joint funding opportunities.</li> <li>Identify areas/ meetings hosted by Valley Water that could use stakeholder support (e.g., ECCC meetings).</li> <li>Identify need for Valley Water led cross-sector collaborative.</li> </ul>	<ul style="list-style-type: none"> <li># of cross-sector collaborative meetings per year</li> <li># of stakeholders per cross-sector collaborative meeting</li> <li># of Santa Clara Community Plan to End Homelessness stakeholder meetings</li> <li># of joint funding opportunities</li> <li>Amount \$ of funding secured</li> </ul>	<ul style="list-style-type: none"> <li>Increased collaboration with key stakeholders and Valley Water to address unsheltered people living along waterways.</li> <li>Increased Valley Water input in the development of Santa Clara Community Plan to End Homelessness</li> <li>Increased opportunities to secure joint funding</li> </ul>	<ul style="list-style-type: none"> <li>Strong partnerships and enhanced collaboration among key stakeholders (e.g., local government agencies, non-profits, community-based organizations, advocacy groups, healthcare, and people with lived expertise)</li> </ul>	<ul style="list-style-type: none"> <li>City of San José Environmental Services Department, Santa Clara County Roads and Airports Department, Valley Water Stormwater Permit team, Lived Experience Advisory Board</li> </ul>

## 2. Data and Monitoring

Inputs- what do we need?	Activities- What will we do?	Outputs- What happens immediately?	Short-term Outcomes- What are our goals?	Long-term Outcomes- What are our goals?	Key Partners
Actual or anticipated resources to plan or accomplish goals (e.g., infrastructure, partnerships, fundings, community resources)	Current or proposed activities to effectively address homeless encampments along waterways	Activities will produce the following evidence... How will we measure success?	Activities will result in the following changes...	Activities will result in the following changes...	The following key partners should be involved for holistic success...
<ul style="list-style-type: none"> <li>• Data Infrastructure</li> <li>• Data coordination plan</li> <li>• Staff</li> <li>• Valley Water PIT Count Plan (e.g., volunteers, timeline, map)</li> <li>• Staff Time</li> <li>• Partnerships/ Partners</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Valley Water to conduct bi-annual/ annual PIT count along waterways.</li> <li>• Valley Water participation in the Santa Clara Point-In-Time Count.</li> <li>• Valley Water to research potential geospatial data tracking systems to utilize.</li> <li>• Connect with Applied Survey Research.</li> <li>• Connect with necessary partners to help in planning PIT Count.</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency of Valley Water PIT Count</li> <li>• # of Valley Water PIT Counts along waterways</li> <li>• # of Valley Water staff participating in Santa Clara Point-In-Time Count</li> <li>• Participate in Santa Clara PIT counts every [two] years</li> <li>• # of identified/ researched geospatial data tracking system options</li> <li>• # of geospatial data tracking systems selected</li> <li>• Ability to “ping” outreach when someone is interested in engagement</li> <li>• Ability to “submit” a location regardless of city limits/ ownership</li> <li>• Answer the question “How many encampments are there, and who owns the property they’re on?”</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment with CoC PIT Count methodology</li> <li>• Increased accuracy of number of individuals residing along waterways.</li> <li>• Increased Valley Water participation in Santa Clara PIT Count</li> <li>• System for mapping/tracking encampments and unsheltered individuals along waterways</li> <li>• Baseline data of encampments and unsheltered individuals along waterways</li> <li>• Ability for outreach to engage with individuals when requested</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of Valley Water within Santa Clara County Homeless Response System</li> <li>• Data-informed planning, implementation, and policy-making</li> <li>• Accurate data on waterway homelessness trends, distribution, and encampments across region</li> <li>• Improved well-being and providing effective support to individuals experiencing homelessness along waterways</li> </ul>	<ul style="list-style-type: none"> <li>• City of San José Environmental Services Department, Santa Clara County Roads and Airports Department</li> </ul>

### 3. Strategic Communication

Inputs- what do we need?	Activities- What will we do?	Outputs- What happens immediately?	Short-term Outcomes- What are our goals?	Long-term Outcomes- What are our goals?	Key Partners
Actual or anticipated resources to plan or accomplish goals (e.g., infrastructure, partnerships, fundings, community resources)	Current or proposed activities to effectively address homeless encampments along waterways	Activities will produce the following evidence... How will we measure success?	Activities will result in the following changes...	Activities will result in the following changes...	The following key partners should be involved for holistic success...
<ul style="list-style-type: none"> <li>Valley Water Staff</li> <li>Valley Water Communication Plan</li> <li>Valley Water Communication Schedule</li> <li>Partners' Communication Schedule</li> <li>Materials/Supplies</li> <li>Staff Time</li> <li>Partners / Partnerships</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Valley Water to provide clean-up schedule to Lived Experience Advisory Board on a regular basis.</li> <li>Valley Water to share clean-up schedule in Countywide outreach cross-sector meetings.</li> <li>Valley Water to share regulations, timelines, and schedules in Countywide outreach cross-sector meetings.</li> <li>Valley Water to share potential joint funding opportunities in Countywide outreach cross-sector meetings.</li> <li>Identify new strategies to spread the word through encampments for clean ups and abatements, prioritizing clarity for all unhoused individuals</li> </ul>	<ul style="list-style-type: none"> <li>Frequency of providing clean-up schedule to LEAB</li> <li>Frequency of sharing clean-up schedule with cross-sector collaborative group</li> <li>Frequency of sharing regulations, timelines, and schedules with cross-sector collaborative group</li> <li>#/frequency of sharing potential joint funding opportunities with cross-sector collaborative group</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness among LEAB and stakeholders of Valley Water clean-up schedules</li> <li>Increased awareness of Valley Water regulations, timelines, and schedules among cross-sector collaborative group</li> <li>Coordinated pursuance of joint-funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive communications strategy that effectively raises awareness, engages the public, and provides support for homeless outreach initiatives</li> <li>Effective communication protocols to facilitate clean-up activities</li> <li>Formalized process to pursue joint-funding opportunities</li> </ul>	-

#### 4. Coordinated Outreach

Inputs- what do we need?	Activities- What will we do?	Outputs- What happens immediately?	Short-term Outcomes- What are our goals?	Long-term Outcomes- What are our goals?	Key Partners
Actual or anticipated resources to plan or accomplish goals (e.g., infrastructure, partnerships, fundings, community resources)	Current or proposed activities to effectively address homeless encampments along waterways	Activities will produce the following evidence... How will we measure success?	Activities will result in the following changes...	Activities will result in the following changes...	The following key partners should be involved for holistic success...
<ul style="list-style-type: none"> <li>Valley Water Staff</li> <li>Outreach Staff</li> <li>Communication/ Coordination Plan               <ul style="list-style-type: none"> <li>Valley Water x Outreach Teams</li> </ul> </li> <li>Meeting space</li> <li>Materials/ Supplies</li> <li>Protocols</li> <li>Staff Time</li> <li>Partnerships/ Partners</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Valley Water to participate in monthly Countywide outreach coordination meetings between necessary stakeholders (e.g., PATH and City).</li> <li>For Valley Water funded projects, host consistent case conferencing with appropriate stakeholders.</li> <li>Participate in the coordination of stakeholder outreach activities (e.g., designated Valley Water staff participates in creek assessment alongside outreach workers).</li> <li>Determine if City of SJ specific outreach meeting would be beneficial (or just a more frequent meeting—weekly touchpoints).</li> <li>Participate in County calls for inclement weather scenarios.</li> <li>Identify ways to further communicate with encampment residents before a clean-up (currently 3-day notice with no additional check-ins).</li> <li>Procure additional funding for outreach in partnership with regional stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Valley Water participation in # of encampment/ outreach coordination meetings (e.g., abatements)</li> <li># and frequency of case conferencing for Valley Water funded projects</li> <li># and frequency of Valley Water participation in stakeholder outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>Increased Valley Water involvement in waterway encampment outreach and coordination</li> <li>Up-to-date project progress (Valley Water funded)</li> <li>Valley Water increased involvement, knowledge, and awareness of stakeholder outreach activities</li> </ul>	<ul style="list-style-type: none"> <li>Expanded coordinated outreach strategy to effectively address homelessness along waterways, ensuring the provision of essential services, resources, and support to individuals experiencing homelessness in specific locations</li> </ul>	<ul style="list-style-type: none"> <li>City of San José Emergency Operations Center, Santa Clara County Office of Emergency Services, Valley Water Office of Emergency Management</li> </ul>

## 5. Infrastructure and Staffing

Inputs- what do we need?	Activities- What will we do?	Outputs- What happens immediately?	Short-term Outcomes- What are our goals?	Long-term Outcomes- What are our goals?	Key Partners
Actual or anticipated resources to plan or accomplish goals (e.g., infrastructure, partnerships, fundings, community resources)	Current or proposed activities to effectively address homeless encampments along waterways	Activities will produce the following evidence... How will we measure success?	Activities will result in the following changes...	Activities will result in the following changes...	The following key partners should be involved for holistic success...
<ul style="list-style-type: none"> <li>Defined Roles and Responsibilities</li> <li>Job Description</li> <li>Valley Water Staff</li> <li>Recruitment Strategy</li> <li>Timeline</li> <li>Staff Time</li> <li>Partnerships/ Partners</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Identify role and responsibilities of Assistant Operating Officer and draft job description.</li> <li>Discuss roles and responsibilities of staff with stakeholders.</li> <li>Identify role and responsibilities of new hire for "social services".</li> <li>Ensure hiring is based on those with extensive experience in homelessness services and outreach.</li> </ul>	<ul style="list-style-type: none"> <li>Post job listing by [date]</li> <li>Interview # of candidates by [date]</li> <li>Hire # of homelessness liaison(s) by [date]</li> </ul>	<ul style="list-style-type: none"> <li>Valley Water capacity to address homelessness along waterways</li> <li>Dedicated Valley Water staff to serve as liaison, point of contact, and expert</li> </ul>	-	-

## 6. Housing Opportunities

Inputs- what do we need?	Activities- What will we do?	Outputs- What happens immediately?	Short-term Outcomes- What are our goals?	Long-term Outcomes- What are our goals?	Key Partners
Actual or anticipated resources to plan or accomplish goals (e.g., infrastructure, partnerships, fundings, community resources)	Current or proposed activities to effectively address homeless encampments along waterways	Activities will produce the following evidence... How will we measure success?	Activities will result in the following changes...	Activities will result in the following changes...	The following key partners should be involved for holistic success...
<ul style="list-style-type: none"> <li>Suitable land</li> <li>Valley Water Staff</li> <li>Land Use Consultant</li> <li>Partnerships / Partners</li> <li>Timeline(s)</li> <li>Staff Time</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Assess feasibility of hiring land use consultant.</li> <li>Identify parcels of land that could potentially be used for housing.</li> <li>Determine appropriate uses of land.</li> <li>Ensure integration of people with lived expertise in the identification of parcels process early on.</li> </ul>	<ul style="list-style-type: none"> <li>Meet with # of land use consultants by [date]</li> <li>Identify # of parcels of land...by [date]</li> <li>Formalized assessment developed to identify use of land</li> </ul>	<ul style="list-style-type: none"> <li>Strategy in identifying land, uses, and development created in partnership with County/Cities</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with local housing agencies: Valley Water can partner with local housing agencies, such as housing authorities, to identify suitable parcels of land for housing development</li> <li>Active engagement with local government and community organizations to support housing policies and initiatives that align with the District Act</li> <li>Appropriate usage of land based on PLEE expertise.</li> </ul>	<ul style="list-style-type: none"> <li>Santa Clara County Housing</li> </ul>

# Recommendations For Roadmap Implementation

As identified throughout the roadmap creation process, Valley Water, and individuals experiencing unsheltered homelessness, would greatly benefit from an established unit dedicated to addressing homelessness along waterways. While the hiring of social services staff member could propel the roadmap forward, staff capacity should be evaluated at six months post roadmap implementation to gauge whether the hiring of additional staff is necessary to a reduce the likelihood of staff burnout, increase capacity, and facilitate the execution of proposed activities in a concurrent manner reducing delays in implementation.

The following recommendations were informed by the qualitative data collected via key informant interviews, bi-weekly check-ins with Valley Water staff, and throughout the key stakeholder convening series.

**Recommendation 1:** LDC recommends that Valley Water establish regular collaborative meetings with stakeholders from various sectors. These meetings could mirror the convening series but be held quarterly and could include a broader range of participating agencies. This would create a platform for open dialogue and collaboration, which could prove beneficial as Valley Water begins to allocate resources toward supporting unsheltered individuals.

**Recommendation 2:** LDC recommends that the Good Neighbor Program staff work closely with Valley Water's grants administration team to identify potential funding opportunities, assisting by mapping and tracking opportunities and providing support with applications, to enhance Valley Water's chances of securing the necessary resources for their initiatives. Additionally, Valley Water should actively engage the City of San José, the County of Santa Clara, and the State to identify and co-apply to specific opportunities.

**Recommendation 3:** LDC recommends that Valley Water continuously identify and engage stakeholders who could serve as advocates for their proposed activities and initiatives. For instance, the City of San José could be a valuable ally in advocating for Valley Water's goals. Building strong relationships with such stakeholders can increase the likelihood of success for Valley Water's initiatives.

**Recommendation 4:** LDC recommends that Valley Water integrate with the Continuum of Care (CoC) system, which coordinates services for individuals experiencing homelessness. By ensuring smooth integration, Valley Water can maximize their



impact and contribute effectively to the overall homelessness response.

**Recommendation 5:** LDC recommends that Valley Water contract or partner with external support for the planning and execution of a waterway-specific Point-In-Time (PIT) count, as it may require significant staff time and effort to carry out such activities.

**Recommendation 6:** LDC recommends a thorough assessment and reporting of the data collected from the waterways count, ensuring an accurate and comprehensive analysis, with findings made public and shared via ECCC meetings, cross-sector collaborative meetings, and CoC hosted meetings.

**Recommendation 7:** LDC recommends that Valley Water explore innovative approaches to effectively communicate with residents in encampments about clean-up and abatement efforts. It would be beneficial to prioritize clear and concise messaging to ensure that the residents fully understand the process and its benefits. Additionally, Valley Water would benefit from the development of a comprehensive outreach communication plan to enhance their efforts in engaging with the people residing in encampments along waterways.

**Recommendation 8:** LDC recommends that outreach strategies implemented by Valley Water align with best practices and current outreach strategies utilized by the City of San José and partners such as PATH. This will ensure that Valley Water is utilizing effective and proven methods to engage with the community and spread awareness about clean-ups and abatements in encampments.

**Recommendation 9:** LDC recommends that, for projects funded by Valley Water, the agency coordinate and facilitate case conferences with stakeholders, as needed. This will enable effective collaboration and communication between all parties involved, ensuring that the encampment residents' needs and concerns are addressed and resolved efficiently; this will also ensure that Valley Water has the most up-to-date data on project progress.



# Appendices

A photograph of a damaged tent under a bridge with a blue and green color overlay. The tent is partially collapsed and covered in debris. The bridge structure is visible above the tent. The background shows a rocky area and some bare trees.

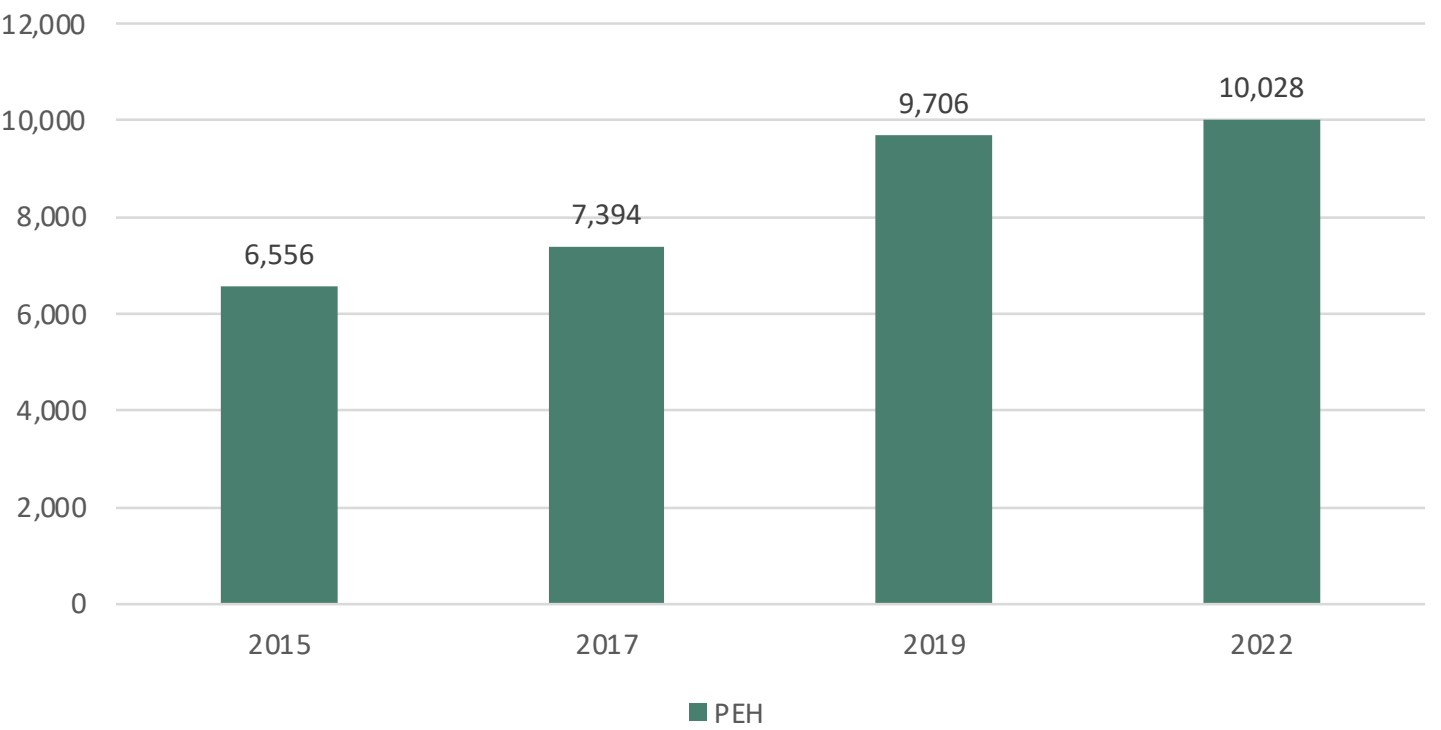


# Appendix 1: Review of Public Data

## San José/Santa Clara City & County CoC 2022 PIT Count

The 2022 Santa Clara County Point-in-Time Homeless Count<sup>1</sup> provides a count of sheltered and unsheltered persons experiencing homelessness in a specified area at a certain point in time. The following are PIT count findings from the 2022 San José/Santa Clara City & County CoC PIT Count.

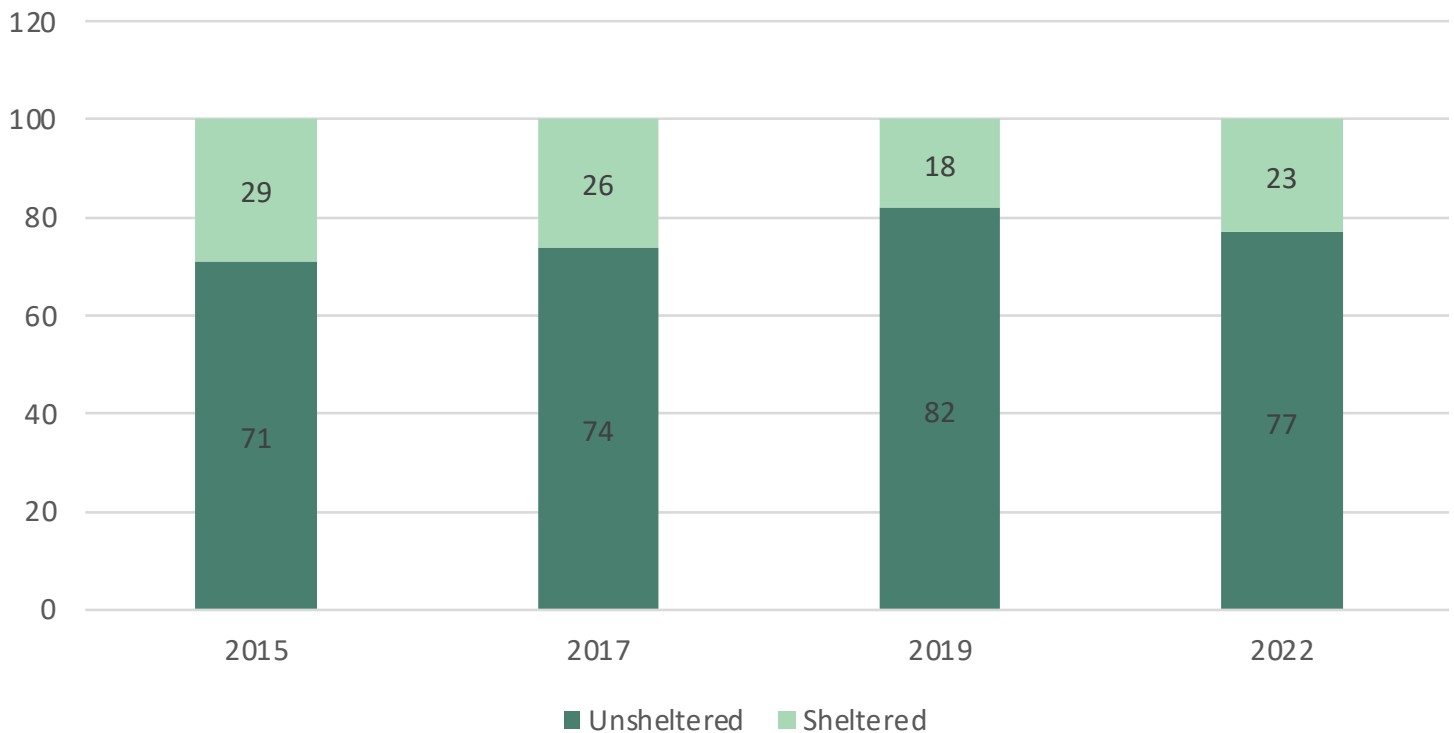
*Number of People Experiencing Homelessness in Santa Clara Count (Figure 1)*



*Unsheltered vs. Sheltered (Table 1)*

Status	2015	2017	2019	2022	'19-'22 % Change
Unsheltered	4,627	5,448	7,922	7,708	-3%
Sheltered	1,929	1,946	1,784	2,320	30%
Total	6,556	7,394	9,706	10,028	3%

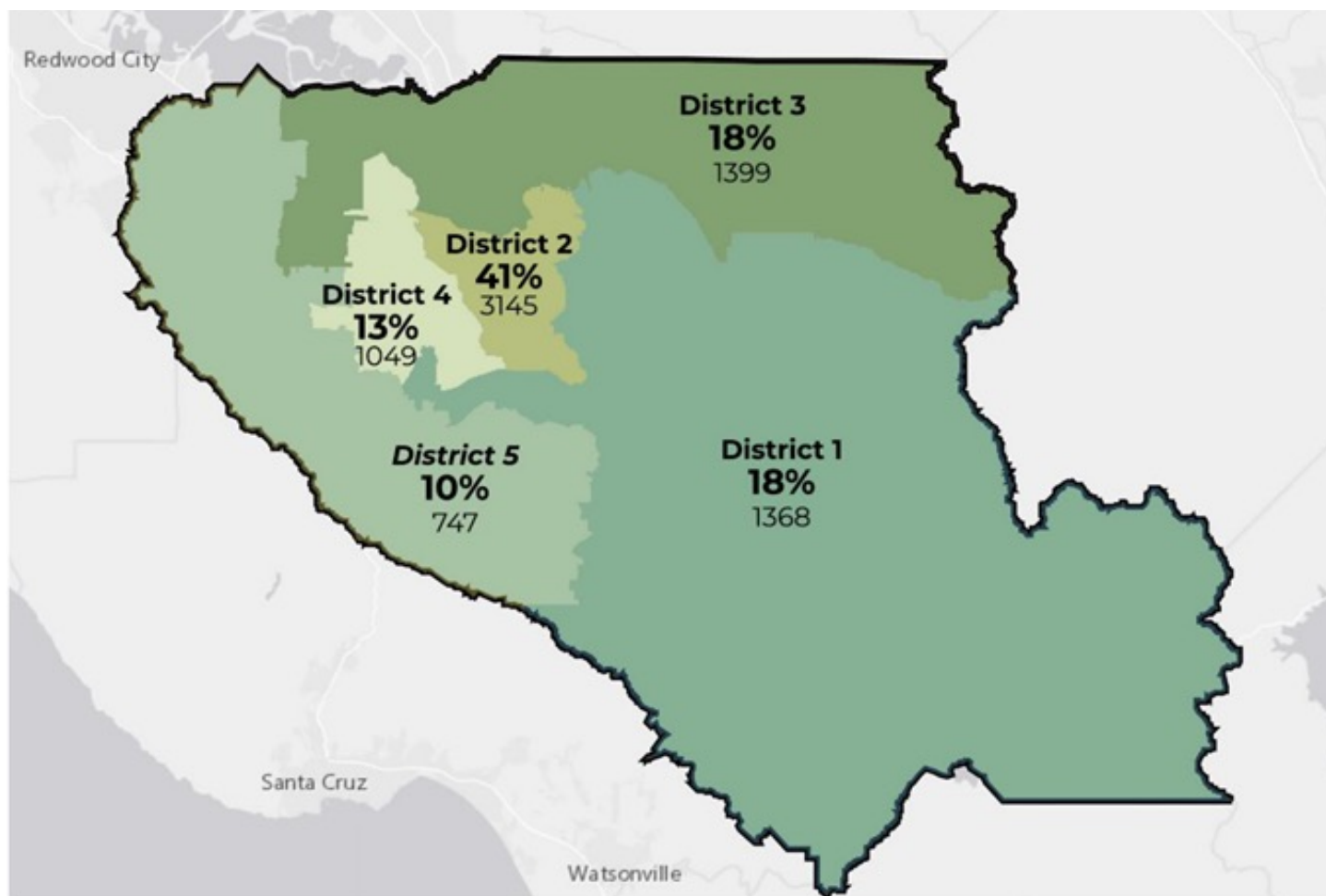
<sup>1</sup> CoC Homeless Populations and Subpopulations Reports. HUD Exchange. [CoC\\_PopSub\\_CoC\\_CA-500-2022\\_CA\\_2022.pdf \(hudexchange.info\)](#)

*Percentage of People Experiencing Homelessness by Shelter Status (Figure 2)**Homeless Population by Jurisdiction (Table 2)*

Jurisdiction	Unsheltered		Sheltered		Total		'19-'22 % Change
	2019	2022	2019	2022	2019	2022	
<b>Total Incorporated</b>	7,652	7,454	1,594	2,230	9,246	9,684	5%
City of Campbell	74	216	0	0	74	216	191%
City of Cupertino	159	102	0	0	159	102	-36%
City of Gilroy	345	606	359	28	704	814	16%
City of Los Altos	76	65	0	0	76	65	-14%
City of Los Altos Hills	2	0	0	0	2	0	*
Town of Los Gatos	6	58	0	0	16	58	*
City of Milpitas	125	249	0	25	125	274	119%
City of Monte Sereno	0	0	0	0	0	0	*
City of Morgan Hill	114	60	0	0	114	60	-47%
City of Mountain View	574	206	32	140	606	346	-43%
City of Palo Alto	299	263	14	11	313	274	-12%
City of San José	5,117	4,975	980	1,675	6,097	6,650	8%
City of Santa Clara	264	375	62	65	326	440	35%
City of Saratoga	10	0	0	0	10	0	*
City of Sunnyvale	177	279	147	106	624	385	-38%
<b>Total Unincorporated</b>	270	254	27	359	359	281	-22%
<b>Confidential Locations</b>	N/A	N/A	101	63	101	63	-38%
<b>Total</b>	7,922	7,708	1,784	2,320	9,706	10,028	3%

\*Note 1 Percentage change was not calculated for rows with less than 50 individuals.

### Unsheltered Homelessness by Supervisorial District (Figure 3)



### Homeless Survey Findings, Santa Clara County

Much of the work around ending homelessness requires continuous education around demographics, trends, causes, and experiences of those currently unsheltered. Effective strategies to develop comprehensive plans to address the crisis include integrating people with active or previous lived experience to better shape the understanding of the general public, providers, and policymakers.

To better understand circumstances that led to a person's experience of homelessness and subsequent navigation of the homeless service system, the County collected qualitative data via surveys. A total of 959 completed surveys were collected and assessed for responses. The survey includes basic demographic questions, questions focused on previous and current living arrangements, duration and recurrence of homelessness, and access to programs and services. The following are findings from the Santa Clara County Homeless Survey<sup>2</sup> that are relevant to Valley Water's efforts to address encampments along water ways.

**Current Living Arrangements.** Forty-four percent (44%) of survey respondents were living outdoors on the streets, in parks or in tents and encampments in 2022, an increase from 34% in 2019. No specific data on the geographic location of tents or encampments were provided.

**Primary Cause of Homelessness.** The top causes of homelessness as reported by survey respondents included job loss, substance use, and eviction. Thirty-four percent (34%) of respondents reported that assistance with rent and mortgage could have prevented their homelessness. Furthermore, 28% reported that employment assistance could have prevented their homelessness.

2 [2022 PIT Report Santa Clara County.pdf \(sccgov.org\)](#)

**Obstacles To Obtaining Permanent Housing.** Sixty-nine percent (69%) of survey respondents reported unaffordable rent costs as the main barrier to obtaining permanent housing. Additionally, respondents reported a lack of a job/income (55%), and a lack of available housing (31%) as obstacles.

**Criminal Justice System.** Twenty percent (20%) of survey respondents reported having spent a night in jail in the last 12 months while 11% reported being on probation or parole.

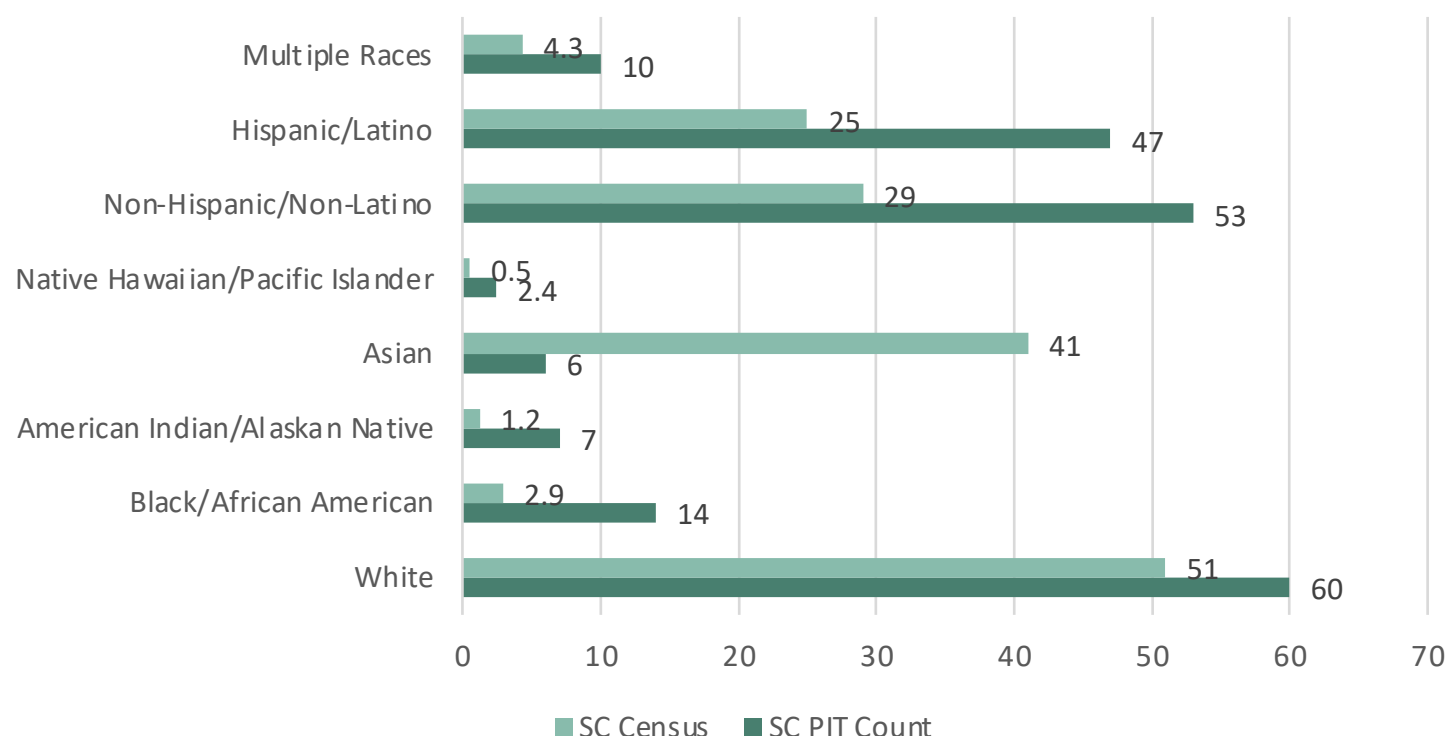
**Subpopulations Experiencing Homelessness.** Chronically homeless individuals with one or more disabling condition (2,838 persons), homeless veterans (660), members of homeless families with children (898), and youth and young adults (1,155).

### Comparison of Homeless (Point in Time Count) 2022 and County Census Data 2022

Santa Clara County is home to 1,870,945 people according to the most recent census<sup>3</sup> data. In 2022, there was an estimated 10,028 people experiencing homelessness in San José City, Santa Clara City, and Santa Clara County according to the Continuum of Care Point-In-Time Count.<sup>4</sup>

**Figure 4, Race/Ethnicity.** The below graph illustrates the top three racial and ethnic groups experiencing homelessness in 2022 within Santa Clara County: (1) White, (2) Non-Hispanic/Latino, and (3) Hispanic/Latino. Those identified as White make up 60% of PEH within the county and 51% of the total general population in Santa Clara County. Those identified as Hispanic/Latino are disproportionately experiencing homelessness compared to other groups with 47% representing PEH within the county, but only accounting for 25% of the total general population in Santa Clara County.

*Percentage of People Experiencing Homelessness by Race/Ethnicity (Figure 4)*

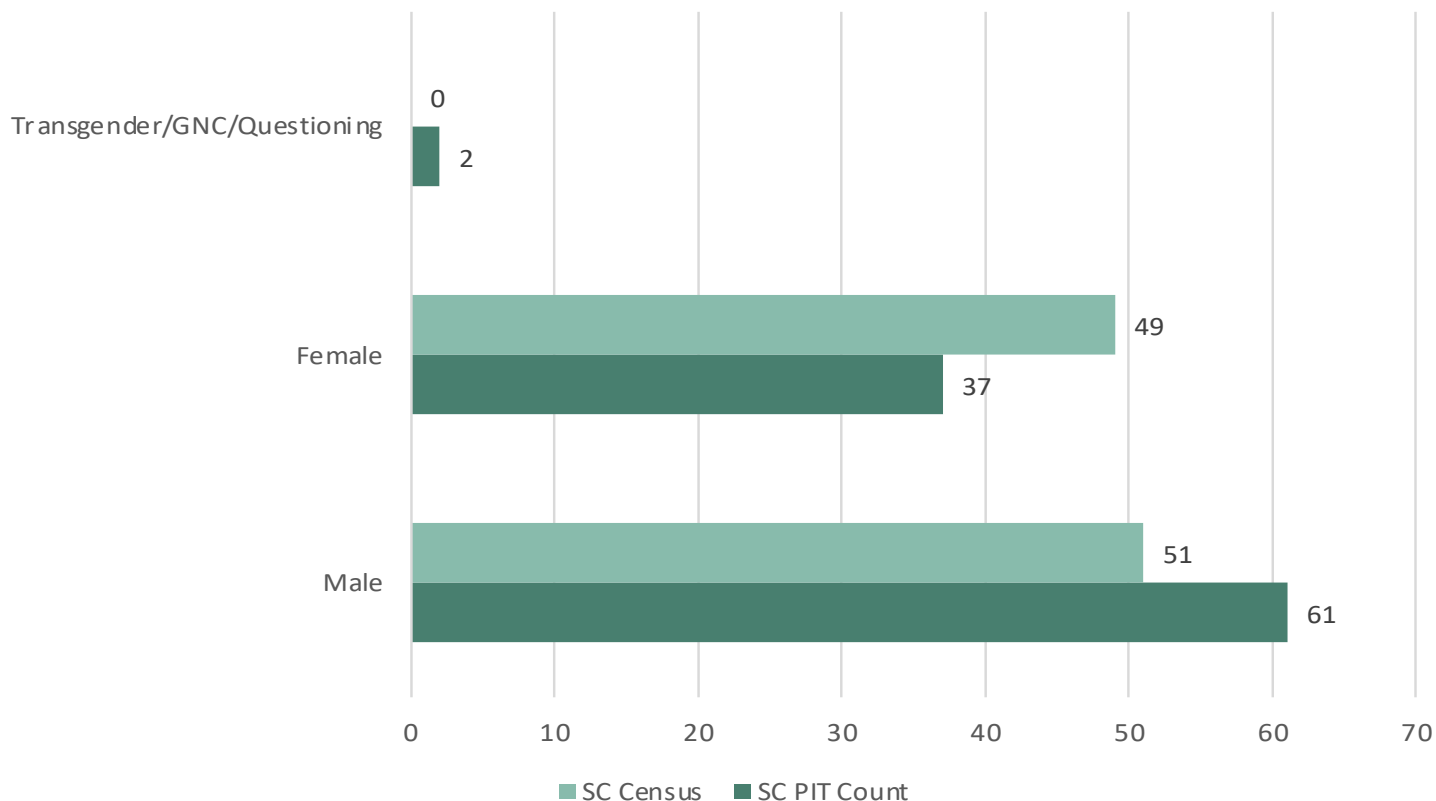


<sup>3</sup> American Community Survey, United States Census Bureau. <https://www.census.gov/quickfacts/fact/table/CA/SEX255221#SEX255221>

<sup>4</sup> CoC Homeless Populations and Subpopulations Reports. [HUD Exchange, CoC\\_PopSub\\_CoC\\_CA-500-2022\\_CA\\_2022.pdf \(hudexchange.info\)](https://hudexchange.info/CoC_PopSub_CoC_CA-500-2022_CA_2022.pdf)

**Figure 5, Gender.** The most recent Santa Clara County Census numbers show that males account for 51% of the total general population while 61% of PEH within the county. Females account for 49% of the total general population per census data and 37% of PEH. Males experiencing homelessness make up the majority of PEH within the county. No significant disparities are among these two genders. No more than 2% of PEH identify as Transgender, Gender Non-Conforming, and Questioning. No information was available regarding these groups in the census data.

*Percentage of People Experiencing Homelessness by Gender (Figure 5)*



## San José, California Community Encampment Report

The following data and information were pulled from the San José, California Community Encampment Report (2019).<sup>5</sup> This is the most recent report available that focuses solely on encampments throughout San José.

### *Encampments Near Creeks*

“Encampment”, as defined by the City of San José, refers to “any camp located along a sidewalk, other public right of ways, creek or other waterway located in San José that has not been permitted” by the agency with jurisdiction over that property.<sup>6</sup> A catalyst for the increase of encampments throughout the region was the clearing of “The Jungle”, an area with a significantly large amount of tents and encampments near a creek, in 2014. As of 2019, 350 encampments were recorded along San José waterways, a 50% increase from 2018. This led to the increased visibility of encampments not just along waterways and creek, but on sidewalks, residential neighborhoods, and business districts.

### *Clearance and Closures*

The City of San José’s Housing department operates a Homeless Concerns Hotline available for residents to report concerns, tents, and encampments. The city’s homeless response team then conducts outreach in reported locations and provides unhoused persons with emergency shelter assistance, linkages to support services such as meal programs, showers, and case management. The City of San José uses the following criteria when prioritizing the clearing and closing encampments.<sup>7</sup> Prioritized encampments meet one or more of the following characteristics:

<sup>5</sup> [San José, California Community Encampment Report \(huduser.gov\)](https://www.huduser.gov/publications/pdf/2019sanjose.pdf)

<sup>6</sup> [2](#)

- Are located next to fragile creeks or waterways
- Recent health or safety concerns
- Block a passageway (street, sidewalk, or driveway)
- Are highly visible
- Receive a significant amount of public complaints
- Have large amounts of trash and debris

## City of San José Stormwater Management Annual Report 2021-2022

The following are key findings presented in the City of San José's City of San José Stormwater Management Annual Report 2021-2022<sup>8</sup> to the San Francisco Bay Regional Water Quality Control Board (Water Board).

### Key Findings FY 2021-2022

- **Homeless Response Team:** In FY 20-21, encampment trash removal efforts shifted from the Housing Department to PRNS's, BeautifySJ program.
- **Park Ranger Patrols:** Due to short staffing, and County of Santa Clara public health orders associated with the COVID-19 pandemic, Rangers did not conduct any joint patrols with SJPd in FY 20-21 to address unlawful encampments. Ranger staffing levels have not allowed for any joint patrols or enforcement activity in FY 21-22.
- **Home First and PATH Outreach:** In FY 21-22, outreach teams increased interactions with homeless individuals by 47%.
- **BeautifySJ:** In FY 21-22, services were provided at approximately 225 encampment sites, including sites along waterways. In FY 21-22, 432 tons of trash and debris were collected from encampment sites along waterways. Abatements were conducted at certain locations, as resources were available.
- **Coyote Creek, Focus Zone #1:** In FY 21-22, Focus Zone #1, remained the area with the highest trash impact levels and highest number of encampments of any waterway in San José.
- **Los Gatos Creek, Focus Zone #3:** Based on ESD staff assessments, the number of encampments in FY 21-22 increased 33% from FY 20-21.
- **Encampment Counts by Outreach Teams:** Average number of encampments along waterways in FY 21-22 was 926, a 125% increase from FY 2020-2021.
- **Encampment Counts by Environmental Services Department Assessments:**<sup>9</sup> Average number of encampments along waterways in FY 21-22 was 549, a 33% increase from FY 2020-2021.

### City Efforts to Address Waterway Encampments

The following are strategies<sup>10</sup> the city has implemented to reduce the number of encampments along waterways:

- Arranging garbage collection at large homeless encampments to help maintain sanitary conditions
- Implementing enhanced Services, Outreach, Assistance, Resources (S.O.A.R) teams to provide proactive outreach support to targeted areas. Services include drug and alcohol and clinical services, as well as dedicated case management support. SOAR sites include hygiene equipment, such as handwashing stations and portable toilets, to help slow the spread of COVID-19
- Setting up a shelter hotline, in coordination with the County, to provide homeless individuals with one access point to shelters
- Developing and implementing a Motel Voucher program prioritizing family, couples, and individuals in encampments
- Applying for Project Homekey funds, converting 2 hotels into housing
- Developing three Emergency Interim Housing sites (tiny homes) that added 308 beds to the overall system. One of the sites was built to specifically house families with children

7 ?

8 [City of San José Stormwater Management Annual Report 2021-22 \(sanjoseca.gov\)](#)

9 To calculate the average for FY 16- 17, staff averaged the totals for each month according to the same quarter system used in FY 17-18 and later. ESD staff continued to use the same methodology in FY 21-22. City of San José Stormwater Management Annual Report 2021-22 (sanjoseca.gov)

10 [City of San José Stormwater Management Annual Report 2021-22 \(sanjoseca.gov\)](#)



## Appendix 2: Review of Successful Collaborative Models

Water is an essential human need that should be accessible to everyone, regardless of their economic or social status. For disadvantaged individuals and unsheltered persons, access to clean water can be a matter of life or death. Without access to clean water, individuals are at risk of contracting waterborne diseases. Additionally, lack of access to clean water can lead to dehydration, which can cause numerous health issues including kidney failure or worse. For unsheltered persons, clean water access can be limited, making it difficult to stay clean and hydrated, which can negatively impact their health and well-being. Therefore, it is vital to provide clean water access to disadvantaged individuals and unsheltered persons to ensure their basic human needs are met and improve their chances of living a healthy life.

Water pollution, caused by human activities such as industrial waste, agricultural runoff, and sewage discharge, can have severe impacts on aquatic ecosystems. Poor water quality can negatively impact the environment, leading to soil erosion, loss of vegetation, and reduced water availability. Therefore, it is crucial to maintain healthy water quality to protect wildlife and the environment. By minimizing pollution, enhancing water treatment efforts, and promoting sustainable land management practices, we can ensure that our water resources remain healthy and abundant for future generations.

Addressing water quality and homelessness requires a multi-agency and interdisciplinary approach due to the many barriers that exist. These barriers include funding limitations, jurisdictional issues, and a lack of collaboration between different agencies and organizations. For example, addressing water quality may require the involvement of environmental regulatory agencies, public health departments, and social welfare organizations. Addressing homelessness, on the other hand, may require the involvement of housing agencies, healthcare providers, and law enforcement. However, these agencies and organizations may operate independently and may not communicate or coordinate with one another effectively. This lack of collaboration can lead to gaps in services and resources for people experiencing homelessness and challenges in addressing water quality issues in areas where unsheltered people congregate. Therefore, a multi-agency and interdisciplinary approach requires active collaboration and coordination between various agencies and organizations so that all individuals, including those experiencing homelessness, have access to clean and safe drinking water.

### **Santa Ana Watershed Project Authority**

[Santa Ana Watershed Project Authority \(SAWPA\)](#) serves as a forum roundtable for resolving inter-agency conflicts, addressing regional water issues, and supporting the development of long-term integrated water resource planning through multi-agency agreements and partnerships within the Santa Ana River Watershed. SAWPA is the state-approved Regional Water Management group for the Santa Ana River Watershed.

The five SAWPA member agencies are Eastern Municipal Water District, Inland Empire Utilities Agency, Orange County Water District, San Bernardino Valley Municipal Water District, and Western Municipal Water District.

Some of the efforts that SAWPA has supported include:

- Basin Monitoring Program Task Force
- Lake Elsinore and Canyon Lake TMDL Task Force
- Santa Ana Sucker Conservation Team
- Stormwater Quality Standards Task Force
- Forest First Program
- Middle Santa Ana River TMDL Task Force

### *One Water One Watershed Program*

The One Water One Watershed Program, managed by SAWPA, brings together watershed community and agency members to plan for and implement projects toward a more sustainable future. This integrated approach was the template for the statewide Integrated Regional Water Management Program, funded by the voters and administered by the California Department of Water Resources.<sup>1</sup>

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<sup>1</sup> <https://sawpa.org/owow/owow-irwm-plans/>

The OWOW Steering Committee is made up of representatives from various organizations and sectors that are committed to advancing One Water principles. The specific members of the committee may vary depending on the region but usually include representatives from water utilities, environmental organizations, regulatory agencies, academic institutions, and other stakeholders in the water sector.

Funding has been made available to OWOW through Integrated Regional Water Management's (IRWM) three voter-approved water bonds: Proposition 50, 84, and 1. These bonds have distributed over \$203 million in funds to over 50 projects in the watershed (\$25 million in Prop 50, \$115 million through four rounds of Proposition 84, and \$63 million in Proposition 1) including the Disadvantaged Communities Involvement Program (DCI).<sup>2</sup>

Entity Name	Entity Type	Purpose	Objective	Member Agencies/ Partners	Programs and Projects	Cost/Funding
<b>Santa Ana Watershed Project Authority</b>	Joint Powers Authority	Develop and maintain regional plans, programs, and projects that will protect the Santa Ana River basin water resources to maximize beneficial uses within the watershed in an economically and environmentally responsible manner.	Forum roundtable for resolving inter-agency conflicts, addressing regional water issues, and supporting the development of long-term integrated water resource planning through multi-agency agreements and partnerships within the Santa Ana River Watershed	<ul style="list-style-type: none"> <li>• Eastern Municipal Water District</li> <li>• Inland Empire Utilities Agency</li> <li>• Orange County Water District</li> <li>• San Bernardino Valley Municipal Water District</li> <li>• Western Municipal Water District</li> <li>• Riverside County</li> <li>• San Bernardino County</li> <li>• Desert Water Agency</li> <li>• Coachella Valley Water District</li> </ul>	<ul style="list-style-type: none"> <li>• One Water One Watershed Program</li> <li>• Basin Monitoring Program Task Force</li> <li>• Lake Elsinore and Canyon Lake TMDL Task Force</li> <li>• Santa Ana Sucker Conservation Team</li> <li>• Stormwater Quality Standards Task Force</li> <li>• Forest First Program</li> <li>• Middle Santa Ana River TMDL Task Force</li> </ul>	State and federal grants, private, assessments
<b>One Water One Watershed Program</b>	Framework	Special Focus: Disadvantaged Communities and Native American tribal community water issues	Encourage integrated management of water resources and provide funding for multi-benefit projects that support watershed sustainability	<ul style="list-style-type: none"> <li>• County Supervisor Rep. (3)</li> <li>• County Municipal Rep. (3)</li> <li>• SAWPA Rep. (2)</li> <li>• Business Community Rep. (1)</li> <li>• Environmental Community Rep. (1)</li> <li>• Regional Water Quality Control Board Rep. (1)</li> </ul>	<ul style="list-style-type: none"> <li>• Disadvantaged Communities Program</li> <li>• Water-Energy Community Action Network (We Can)</li> <li>• 2015 Proposition 84 IRWM Implementation Grant</li> </ul>	State and federal grants, private, annual assessments, fees, philanthropy, leveraging of funding sources

<sup>2</sup> <https://sawpa.org/>

Entity Name	Entity Type	Purpose	Objective	Member Agencies/ Partners	Programs and Projects	Cost/Funding
<b>Disadvantaged Communities Program</b>	Grant Program	Determine the strengths and needs of disadvantaged, economically distressed or underrepresented communities in the watershed through engagement and education, uncover and share the needs and capacities within the water agencies and communities, and support the technical planning to address these water needs in preparation of future implementation	Provide extra support to Integrated Regional Water Management (IRWM) funding areas with disproportionately high numbers of individuals who meet the state-defined criteria for a "disadvantaged community"-underserved and chronically excluded from watershed planning processes	<ul style="list-style-type: none"> <li>• Santa Ana Watershed Project Authority</li> <li>• Regional Water Management (IRWM)</li> <li>• UC Irvine</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Assessing Homelessness Impacts on Water Quality, Riparian and Aquatic Habitat in Upper Santa Ana River Watershed</a></li> </ul>	\$6.3M – Department of Water Resources Integrated Regional Water Management Proposition 1 Grant

### *Disadvantaged Communities Program*

The Disadvantaged Communities Program (DCPI) is an important initiative that aims to provide clean and safe drinking water to communities that have historically been underserved. This program specifically targets communities in the Santa Ana River Watershed that have limited access to clean water and sanitation. Through this program, SAWPA is working to identify and prioritize areas that may be at a higher risk of water contamination or have limited access to water resources. The program also provides technical assistance to help communities develop and implement strategies to improve water quality and access. This may include funding for infrastructure improvements, such as upgrading water treatment facilities or installing new pipelines. Overall, the Disadvantaged Communities Program is an important step towards ensuring that all residents in the Santa Ana River Watershed have access to clean water, regardless of their economic or social status.<sup>3</sup>

### *Assessing Homelessness Impacts on Water Quality, Riparian and Aquatic Habitat in Upper Santa Ana River Watershed*

SAWPA commissioned a study entitled Addressing Homelessness Impacts on Water Quality, Riparian and Aquatic Habitat in Upper Santa Ana River Watershed to investigate the impacts of homelessness on the environment and water quality in the Santa Ana River Watershed. The Upper Santa Ana River Watershed is home to a high volume of unhoused individuals, many of whom live in informal encampments along the river. The study found that the presence of homeless encampments can have significant impacts on water quality, with high levels of pollutants detected in the river. Additionally, the study found that homeless encampments can lead to a loss of riparian vegetation, which can negatively impact aquatic habitats and increase erosion.<sup>4</sup>

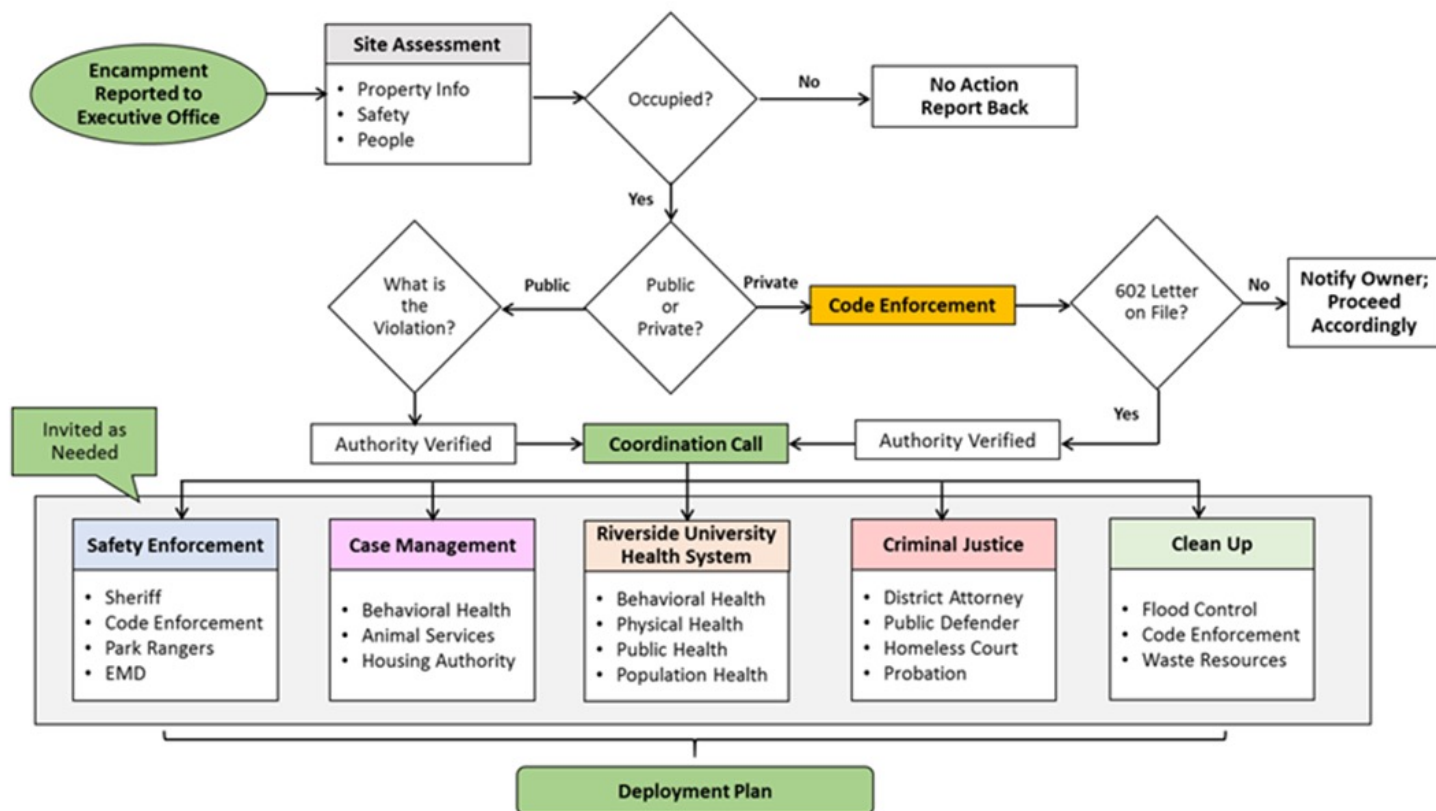
The study provides important insights into the complex relationship between homelessness and environmental impacts and highlights the need for coordinated efforts to address these issues. Recommendations include a multi-agency approach to address the issue of homelessness and its impacts on the environment, including improved outreach and engagement with homeless individuals, increased sanitation services, and enhanced enforcement of environmental regulations. Additionally, the study emphasizes the need for ongoing monitoring and assessment of water quality and environmental impacts in areas with a high volume of encampments.

<sup>3</sup> <https://sawpa.org/owow/dci-program/>

<sup>4</sup> [https://sawpa.org/wp-content/uploads/2020/11/SAWPA-OWOW-DCI-Final-Homeless-Study-Final-Report\\_093020\\_with-Attachments.pdf](https://sawpa.org/wp-content/uploads/2020/11/SAWPA-OWOW-DCI-Final-Homeless-Study-Final-Report_093020_with-Attachments.pdf)

*Process to respond to a report of an encampment to the Riverside County Chief Executive Office (2019) (Figure 1)<sup>5</sup>*

**Task 1 Memorandum: Assessment of Homeless Encampments/  
Literature Review Findings**

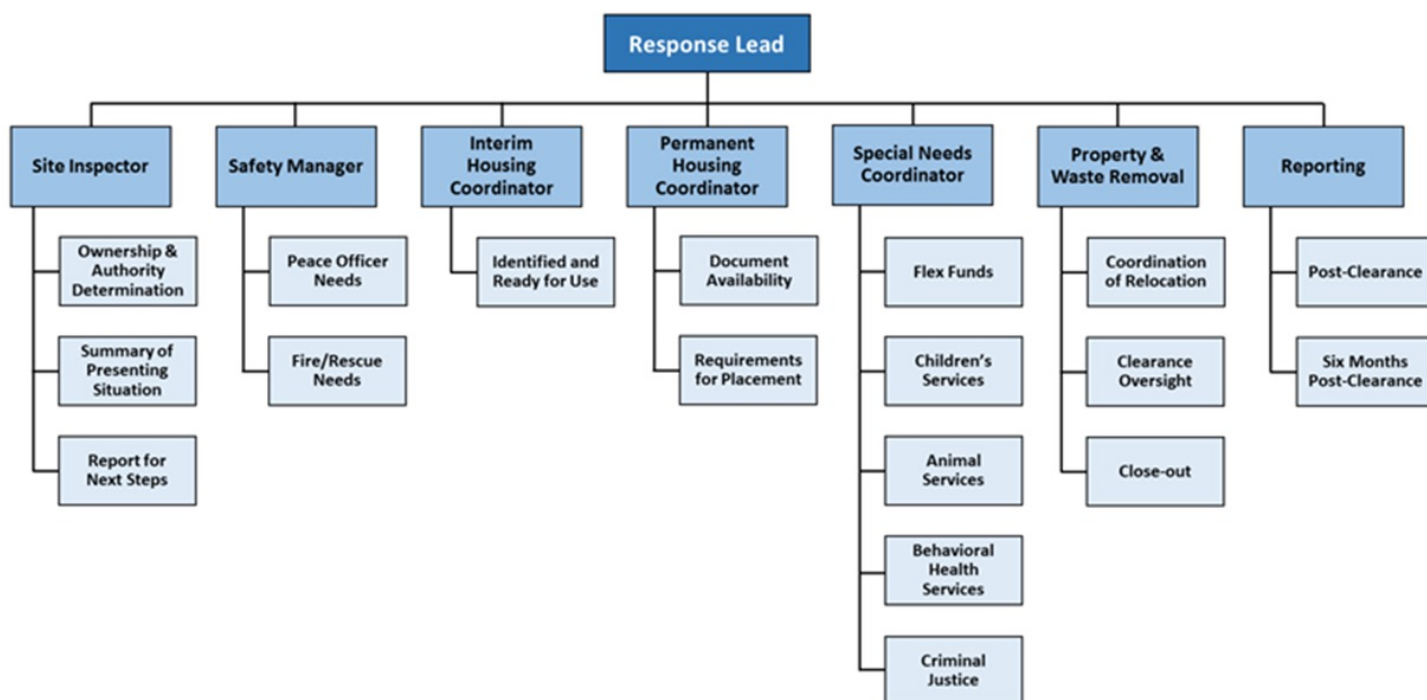


**Figure 1-16. Process to Respond to a Report of an Encampment to the Riverside County Executive Office, August 30, 2019 (adapted from presentation by Natalie Komuro, Deputy County Executive Officer, Homeless Solutions, to Riverside County MS4 Stormwater Managers, September 26, 2019)**

<sup>5</sup> [https://sawpa.org/wp-content/uploads/2020/11/SAWPA-OWOW-DCI-Final-Homeless-Study-Final-Report\\_093020\\_with-Attachments.pdf](https://sawpa.org/wp-content/uploads/2020/11/SAWPA-OWOW-DCI-Final-Homeless-Study-Final-Report_093020_with-Attachments.pdf)

## Riverside County Encampment Response Process (Figure 2)<sup>6</sup>

### Task 1 Memorandum: Assessment of Homeless Encampments/ Literature Review Findings



**Figure 1-17. Encampment Response – Designated Roles and Responsibilities During Efforts to Clean-up a Homeless Encampment in Riverside County (Adapted from presentation by Natalie Komuro, Deputy County Executive Officer, Homeless Solutions, to Riverside County MS4 Stormwater Managers, September 26, 2019)**

## Contra Costa County

### CORE Creeks Program (2019)

The C.O.R.E Creeks [sub] program was established through a partnership between the Contra Costa County Public Works Department, Contra Costa Watershed Program, and CCC Health Housing and Homelessness Service Division. Currently, C.O.R.E. team members conduct homeless outreach across the county and identify areas, including along waterways, with high numbers of unhoused people. At the same time, county agencies also earmark overlapping sites due to their increasing volume of trash impacting water and vegetation. The C.O.R.E Creeks team connects unsheltered individuals to the coordinated entry system and provides them with links to housing and other support services as needed. Additionally, the [sub] program provides unsheltered individuals with the opportunity to engage in trash cleanup efforts. C.O.R.E. Creek does not offer a monetary incentive to unsheltered individuals who assist with cleanups. However, the county receives 15% credit for their total maximum daily load of trash collected which serves as an incentive for the county to fund C.O.R.E Creeks team outreach- a mutually rewarding incentive for both water conservationists and homeless advocates.<sup>7</sup>

<sup>6</sup> [https://sawpa.org/wp-content/uploads/2020/11/SAWPA-OWOW-DCI-Final-Homeless-Study-Final-Report\\_093020\\_with-Attachments.pdf](https://sawpa.org/wp-content/uploads/2020/11/SAWPA-OWOW-DCI-Final-Homeless-Study-Final-Report_093020_with-Attachments.pdf)

<sup>7</sup> [https://www.counties.org/sites/main/files/file-attachments/contracostaco\\_corecreeksteam181.pdf](https://www.counties.org/sites/main/files/file-attachments/contracostaco_corecreeksteam181.pdf)

Entity Name	Entity Type	Purpose	Objective	Member Agencies/ Partners	Programs and Projects	Cost/Funding
<b>Contra Costa County Flood Control and Water Conservation District (CCCFWCD)</b>	Dependent special district	The FC District strives to be the leader in flood protection, regional storm drainage systems, and creek pollutant reduction. To read more about what the FD District manages and how the FC Districts works to protect the community, please view the Flood Control Brochure.	We proactively work with communities, agencies, regulators, and other stakeholders to provide safety through flood control, allocate resources, improve, and sustain environment, increase public awareness and understanding of Flood Control and Clean Water Programs	<ul style="list-style-type: none"> <li>• United States Army Corps of Engineers</li> <li>• California Department of Water Resources</li> <li>• California Regional Water Quality Control Board</li> <li>• East Bay Municipal Utility District</li> <li>• San Francisco Bay Regional Water Quality Control Board</li> <li>• California Coastal Commission</li> <li>• California State Water Resources Control Board</li> <li>• Bay Area Flood Protection Agencies Association</li> <li>• California Association of Floodplain Managers</li> <li>• Bay Conservation and Development Commission</li> <li>• National Oceanic and Atmospheric Administration (NOAA)</li> <li>• Federal Emergency Management Agency (FEMA)</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Homeless encampments in Contra Costa County: A report for the Contra Costa County flood control and water conservation district (2013)</a></li> <li>↓</li> <li>• County Health Services Department</li> <li>↓</li> <li>• Project HOPE (Homeless Outreach Project for Encampments)</li> <li>↓</li> <li>• Police jurisdiction</li> </ul>	-
<b>C.O.R.E Creeks</b> <sup>8</sup>	Project	Leveraging the County's NPDES requirements to eliminate trash in creeks by engaging the homeless to clean them up, while receiving needed services	Create a humane and innovative program, helping the homeless while giving them a means to contribute	<ul style="list-style-type: none"> <li>• Contra Costa County Public Works</li> <li>• Contra Costa Watershed Program (CCWP)</li> <li>• CCC Health, Housing &amp; Homeless Services Division</li> </ul>	<ul style="list-style-type: none"> <li>• Trash cleanup and essential services for people experiencing homelessness along the creeks</li> </ul>	Community Watershed Stewardship Grant Program

<sup>8</sup> Coordinated Outreach Referral, Engagement (C.O.R.E.) program works to engage and stabilize homeless individuals living outside through consistent outreach to facilitate and/or deliver health and basic need services and secure permanent housing.



### *Homeless encampments in Contra Costa County: A report for the Contra Costa County flood control and water conservation district (2013)*

Homeless encampments in Contra Costa County: A report for the Contra Costa County Flood Control and Water Conservation District (2013) emphasized the importance of addressing homeless encampments to alleviate pollution and toxins and improving water quality in the waterways across Costa County.<sup>9</sup> Achieving the social and environmental objectives related to homeless encampments along waterways requires innovative thinking around policies and interventions that can produce long-lasting outcomes. However, this report notes that the biggest constraints for interagency collaborations were jurisdictional complexity, funding, capacity, lack of consistency across agencies, lack of housing and services for the population, inadequate mental health or substance abuse services, and legal constraints. To overcome such barriers, this report offers the following strategies as effective and collaborative responses to waterway homeless encampments:

- Horizontal and vertical collaboration across agencies— generally resource intensive
- Encourage full engagement of parties involved; collaboration is most effective when mandated or tied to performance evaluations
- Intentionality of collaborative efforts (e.g., who manages collaborative efforts, where meetings are held, and how involved are those invested)
- Establish agreed-upon short- and long-term goals
- Informal collaborations may help shape the public understanding of the issue and enhance the capacity of county agencies
- Consistent policy application and implementation is crucial and is often absent from the experiences of unhoused people, as they interact with a variety of agencies whose actions may not be in sync
- Informal collaborations are easier to implement, and many agencies are already engaged in these through resource sharing and communication—very useful where strong state leadership and collaborative mandates are absent
- Informal collaborations are a good way to involve informal actors like charitable organizations or other volunteer organizations—often these actors are providing key services to the unhoused population

#### **Recommended actors for effective collaboration<sup>10</sup>**

<b>Housing</b>	Homeless Community	Homeless Advocates	Health Services (e.g., Medical and Mental)	Substance Abuse Services, Programs
<b>Community residents, Local Businesses</b>	Utilities	Environmental Organizations/Volunteers	City/County Management	City/County Land use and planning
<b>Social Justice</b>	Family Counseling	Environmental Management: Trash, Chemicals, Waste	Politicians	Parks and Open Space Agencies
<b>Engineering: roads, maintenance, drainage</b>	Law: Civil, Civil Rights, Criminal, Law Enforcement	Environmental Regulations	Public Relations Media	Charitable Organizations and Volunteers

### **City of Austin Watershed Protection Program**

#### *Austin Watershed Protection Program*

The city of Austin Watershed Protection Program partners with multiple agencies to address not only water quality and access throughout the city but to also address the issue of homeless encampments along their waterways. The program partners with multiple city and county departments, social service agencies, and community organizations to provide information and resources to individuals experiencing homelessness. Additionally, program partners support unhoused individuals by aiding with transitioning out of homelessness and into stable housing. The program also conducts multiple cleanups of the waterways, targeting sites with large number of unsheltered individuals living in encampments. The program specifically partners with the Austin Department of Parks and Recreation and the Austin Resource Recovery to coordinate cleanups and ensure the safety of everyone involved. The Austin Police Department is utilized to address illegal activities that may occur within the encampments and enforce regulations related to camping and littering along the waterways.<sup>11</sup>

<sup>9</sup> <https://www.contracosta.ca.gov/DocumentCenter/View/27388/Homeless-Encampments-in-Contra-Costa-County-Report-PDF?bidId=>

<sup>10</sup> <https://www.contracosta.ca.gov/DocumentCenter/View/27388/Homeless-Encampments-in-Contra-Costa-County-Report-PDF?bidId=>

<sup>11</sup> <https://www.austintexas.gov/departments/watershed-protection>

Entity Name	Entity Type	Purpose	Objective	Member Agencies/ Partners	Programs and Projects	Cost/Funding
<b>City of Austin Watershed Protection Program</b>	Department—City of Austin Environmental Commission; funded by drainage charge, bond, grants	Assess the conditions in our watersheds and use the results to rate the severity of problems and prioritize projects	Reduce the impact of floods, erosion, and water pollution in the city. The department is mostly funded by the city's drainage fee	<ul style="list-style-type: none"> <li>• Parks and Recreation Department</li> <li>• Austin Police Department</li> <li>• Austin Resource Recovery</li> <li>• Emergency Medical Services</li> <li>• Downtown Austin Community Court</li> <li>• Housing-Focused Encampment Assistance Link (HEAL) Initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Willowcreek Tunnel</li> </ul>	\$1M (4 years) Source: city funding

### *Housing-Focused Encampment Assistance Link (HEAL)*

The [Housing-Focused Encampment Assistance Link \(HEAL\)](#) is an initiative that targets encampments deemed the most unsafe across the city of Austin. HEAL carries out “compassionate” closures of encampments and connects unsheltered individuals with emergency shelter and other stable forms of housing. The mission of the initiative is to reduce the number of encampments and unsafe areas throughout the city, including along waterways and particularly in high-risk flood areas. The initiative relies on the collaboration of multiple city and community agencies including the city’s Homeless Strategy Division, Homeless Outreach Street Team (HOST), Austin Resource Recovery, Watershed Protection, Parks and Recreation, Austin Fire Department, Austin Police Department, Downtown Austin Community Court, EMS Austin Travis County, Integral Care and Family Eldercare.<sup>12</sup>

## **Los Angeles River Master Plan**

### *Goal 6: Addressing potential adverse impacts to housing affordability and people experiencing homelessness*

The [Los Angeles River Master Plan](#) is a comprehensive strategy that addresses a wide range of social and environmental aspects of the river, the watershed, and the communities along the river through a data-driven methodology. The plan consists of nine goals focused on preserving the ecosystem along the river, promoting healthy and clean water, improving safety, offering opportunities for inclusive community engagement, and preventing the displacement of the community.

Goal six of the comprehensive Los Angeles River Master Plan specifically focuses on addressing potential adverse impacts to housing affordability and people experiencing homelessness.<sup>13</sup> Goal 6.5.3 calls for the leveraging of existing resources focused to finance permanent supportive housing for people who have previously experienced homelessness on key sites along the river. Goal 6.7 focuses on people who are actively experiencing homelessness along the river and proposes the following strategies to address the issue:

- Identify sites for permanent supportive housing within one mile of the river (6.7.1)
- Coordinate and support existing efforts to provide temporary and interim supportive housing until the implementation of permanent solutions (6.7.2)
- Coordinate and support existing efforts of the County’s coordinated homeless outreach system and their work along the LA River (6.7.3)
- Connect persons living in or near the river to the coordinated entry system for access to housing opportunities for which they are eligible (6.7.4)

<sup>12</sup> <https://www.austintexas.gov/page/housing-focused-encampment-assistance-link-heal-initiative>

<sup>13</sup> <https://pw.lacounty.gov/uploads/swp/LARiverMasterPlan-FINAL-DIGITAL-COMPRESSED.pdf>

- Build on the platform provided through Measure H to support more local cities in developing proactive homeless support programs and policies (6.7.5)

Subgoal 6.8 emphasizes the Integration best practices for working with persons experiencing homelessness utilizing the river corridor ensure that the river corridor is a space where “all people feel safe, have access to basic needs such as restrooms, and are treated with dignity”.<sup>14</sup> These best practices include the following:

- Review and update guidelines for clearing of encampments along the river to optimize notification timelines, use compassionate practices, and coordinate with outreach teams (6.8.1)
- Continue and optimize the LA County Public Works temporary sanitation stations program while developing more robust sanitation facilities (6.8.2)
- Provide, at a regular cadence of approximately every mile, permanent facilities for sanitation that are regularly maintained, staffed, and coordinated with river amenities (6.8.3)
- Coordinate with river staff programs to train staff to interact with persons experiencing homelessness (6.8.4)

Entity Name	Entity Type	Purpose	Objective	Member Agencies/ Partners	Programs and Projects	Cost/Funding
<b>Los Angeles River Master Plan (2022)</b>	Strategic Plan	Addresses wide range of social and environmental aspects of the LA River, the watershed, and the communities along the river through a data driven methodology	<ol style="list-style-type: none"> <li>1. Reduce flood risk and improve resiliency</li> <li>2. Provide equitable, inclusive, and safe parks, open space, and trails</li> <li>3. Support healthy connected ecosystems</li> <li>4. Enhance opportunities for equitable access to the river corridor</li> <li>5. Embrace and enhance opportunities for arts and culture</li> <li>6. Address potential adverse impacts to housing affordability and people experiencing homelessness</li> <li>7. Foster opportunities for continued community engagement, development, and education</li> <li>8. Improve local water supply reliability.</li> <li>9. Promote healthy, safe, clean water</li> </ol>	L.A. County CEO, Public Works, Flood Control District, DRP, Municipalities, CSO, Tenant Rights' Groups, LACDA, LAHSA <sup>15</sup>	Goal 6: Addressing potential adverse impacts to housing affordability and people experiencing homelessness	HUD Community Development Block Grants, CA Housing and Community Development Grants, Measure H; HHH; Prop 63; HUD Grants (HOPWA), LA County Housing Innovation Fund II; Low Income Housing Tax Credits; CA Affordable Housing and Sustainable Communities Grants

<sup>14</sup> <https://pw.lacounty.gov/uploads/swp/LARiverMasterPlan-FINAL-DIGITAL-COMPRESSED.pdf>

<sup>15</sup> Potential partners specific to Goal #6-Address potential adverse impacts to housing affordability and people experiencing homelessness

## Considerations

The article entitled, *Unmet Needs of Individuals Experiencing Homelessness Near San Diego Waterways: The Roles of Displacement and Overburdened Service Systems*, focuses on the antecedents leading to homelessness and specific health and human service needs of the population rather than water quality and conservation. To better investigate the needs of unsheltered people living along waterways, researchers from San Diego State University interviewed people residing in these encampments. Researchers found that many of the individuals experiencing homelessness moved into remote locations like riverbeds to avoid law enforcement.<sup>16</sup> Many of the people interviewed had previous encounters with law enforcement which led them to the riverbeds in hopes of avoiding any future interactions with police. These environments pose great health risks and barriers to services due to location and dangerous terrain. Because of unsanitary conditions within the waterway encampments, this population is often at an increased risk of infectious diseases and must rely on private businesses for clean water, hygiene, and sanitation resources, rather than on government or nonprofits, as reported by interviewees.<sup>17</sup> Like *Homeless encampments in Contra Costa County (2013)*, the researchers recommended a larger system approach to addressing waterway encampments.

The collaborative models presented in this section produce desired outcomes for those who are looking for a quick fix to homeless encampments along waterways. However, homeless advocates know that efficiency is not always synonymous with best practice. Several of the agencies resort to “abatement” strategies to quickly clear out the encampments and often involve law enforcement, further traumatizing people living at these sites and resulting in more displacement of unsheltered people. A more effective and humane approach involves working with local service providers and community groups to provide support and resources to individuals experiencing homelessness and engaging in a collaborative and compassionate process to resolve the issue in a way that is both efficient and equitable. Ultimately the most effective strategies are those that balance efficiency with effectiveness, empathy, and a commitment to housing justice, as well as ensuring everyone has access to clean water.

## Additional Resources

Saneta DeVuono-Powell. 2013. Homeless Encampments in Contra Costa County: A Report for the Contra Costa County Flood Control and Water Conservation District. Summer 2013. <https://www.contracosta.ca.gov/DocumentCenter/View/27388/Homeless-Encampments-inContra-Costa-County-Report?bidId>

Doerschlag, I. (2021). Water Pollution Resulting from Homeless Encampments in Creeks: Programs in Sacramento, Santa Cruz, and San Pablo. UC Berkeley: River-Lab. Retrieved from <https://escholarship.org/uc/item/5fr6w243>

Flanigan, Shawn and Welsh, Megan (2020). “Unmet needs of individuals experiencing homelessness near San Diego waterways: The roles of displacement and overburdened service systems.” Retrieved from: <https://hss.sdsu.edu/wp-content/uploads/sites/27/2022/04/43.2.3-Flanigan-Welsh.pdf>

<sup>16</sup> Flanigan, Sean, and Megan Welsh. 2022. Unmet Needs of Individuals Experiencing Homelessness near San Diego Waterways: The Roles of Displacement and Overburdened Service Systems. <https://hss.sdsu.edu/wp-content/uploads/sites/27/2022/04/43.2.3-Flanigan-Welsh.pdf>

<sup>17</sup> Flanigan, Sean, and Megan Welsh. 2022. Unmet Needs of Individuals Experiencing Homelessness near San Diego Waterways: The Roles of Displacement and Overburdened Service Systems. <https://hss.sdsu.edu/wp-content/uploads/sites/27/2022/04/43.2.3-Flanigan-Welsh.pdf>

# Appendix 3: Key Informant Interview Script

LDC: *LeSar Development Consultants was contracted by Valley Water to assist them in building and strengthening relationships to help inform a framework to better support the unsheltered along their waterways. This includes interviews with key informants on this issue, including you. We have also reached out to Santa Clara County, Destination: Home, City of San José, and PATH. These interviews will help support a series of meetings with key stakeholders on this issue to develop a better coordination framework.*

LDC: *We expect this interview to take an hour. We may need to curtail some responses to get to all the questions. Do you have any questions for us?*

LDC: *The conversation will be recorded but will not be shared with Valley Water or any other entity. Instead, information from the recording will be reported in aggregate in a summary report. While we won't ascribe names to specific quotes in the final report, due to the smaller sample, it may be possible for readers to discern the entity responding. May we proceed and record?*



# Appendix 4: Key Informant Interview Protocol

1. Tell us about your organization and its work around addressing unsheltered homelessness.
2. Tell us about your role.
3. Tell us about your experience working with Santa Clara Valley Water District. Have you partnered with them?
4. Do you know if homeless outreach is occurring on these [VW] lands?
  - a. Tell us about your awareness of who is performing it, and your perception of how it is going.
5. What are the opportunities for outreach? What are the gaps?
6. Do you think individuals living along the waterways have the same access to services as those in more urban areas? Why or why not?
7. These areas can be dangerous for those dwelling there and can create unintended impacts to water quality, etc. What would you recommend in terms of addressing encampments?
8. Is there a methodology used to prioritize which encampments are supported with more intensive services and resources? If yes—
  - a. Can you explain this methodology?
  - b. Do you think this methodology is appropriate? Why or why not?
  - c. Is it [methodology] applied consistently?
9. If no—do you think there should be a methodology?
10. Can you tell us about your experience with encampment resolutions/closures along Valley Waterway land?
11. Are people from certain encampments prioritized to move into Interim Housing over others?
12. What existing resources could be better leveraged for dwellers here?
13. What additional resources are needed?
14. Are there entities who are not at the table, but should be?
15. Do you think there are opportunities to pursue additional funding to support this important work?
16. What are the biggest barriers to addressing the needs of those living in these encampments?
17. What is your knowledge/experience with encampment cleanups along Valley Water Property?
  - a. Note: If there is situational awareness, probe for what works and what does not work, who participates, ideas on how it can be done differently
18. What is your knowledge/experience with enforcement activities that are related to unsheltered homelessness along Valley Water Property?
  - a. Note: If there is situational awareness, probe for what works and what doesn't work
19. In general, are there strategies that Valley Water and/or others can take to address encampments in the watershed?
20. What else would you like to share that we did not ask or that you would like to expand upon?
21. Who else do you recommend that we interview?

# Appendix 5: Key Informant Interview Themes

- Strengthen Partnerships and Collaboration** – Valley Water aims to enhance partnerships and collaboration with key stakeholders, including local municipalities, agencies, and community-based organizations, with the aim of developing a way to reach functional zero level of unsheltered people near waterways.
- Clearly Define Roles and Responsibilities** – Valley Water seeks to enhance ongoing coordination and establish an ongoing strategy for the cohesiveness of ideas and responsibilities as it relates to permanent relocation of encampments and re-encampment prevention.
- Expand Housing Opportunities for Unhoused Individuals Within Waterways** – Valley Water recognizes the urgent need for housing and related resources for unsheltered individuals living near waterways to humanely assist in their permanent relocation out of the riparian corridor.
- Expand Outreach Efforts** – Valley Water acknowledges the importance of working with key stakeholders to strategize the expansion of outreach efforts and the engaging of unsheltered individuals living near waterways.

# Appendix 6: Key Stakeholder Convenings, Lived Expertise One-Pager

## Key Stakeholder Convenings

Santa Clara Valley Water District (Valley Water) would like to extend the invitation to Persons with Lived Experience to participate in the three upcoming key stakeholder convenings aimed at addressing encampments near waterways or on Valley Water property. The key stakeholder convenings will be held in-person at Valley Water offices on the dates listed below:



- Convening #1- August 28, 2023, 10am-1pm
- Convening #2- September 11, 2023, time TBD
- Convening #3- September 18, 2023, time TBD

Our objective is to ensure that individuals who are currently or formerly unsheltered have a genuine and respected role in our key stakeholder convenings and are compensated for their time and expertise.

## Role

We are looking for 1-2 individuals with Lived Experience/Expertise to participate alongside County of Santa Clara, City of San José, and Valley Water representatives as we develop a roadmap that presents the shared goals, outcomes, resources, and overall potential impact of collaboration between all stakeholders to effectively address homelessness along waterways or Valley Water property.

We welcome the unique perspective and firsthand knowledge of individuals with Lived Experience/Expertise and the valuable insights they will contribute to our discussions. Their input will ensure that proposed activities and strategies are grounded in the real-life impact on individuals residing along waterways.

## Compensation

Individuals with Lived Experience/Expertise will be provided with a \$100 gift card per meeting for their valuable contributions to these discussions. Lunch will be provided by Valley Water to all meeting participants.

## Preparation

LeSar Development Consultants (LDC) will work with the participants to ensure adequate preparation for each convening. This will include an overview of the agenda and topics, and time to answer any clarifying questions regarding the objectives of the convenings. Prep work will be conducted via Zoom or phone. LDC will also coordinate any other logistics with Destination Home to ensure participants have access to transportation to and from Valley Water offices.

## Contact

Yelba Carrillo  
Principal Consultant  
LeSar Development Consultants  
[yelba@lesardevelopment.com](mailto:yelba@lesardevelopment.com)

# Appendix 7: Convening 1 Slide Deck



**Valley Water**  
Clean Water • Healthy Environment • Flood Protection

**LESAR** DEVELOPMENT CONSULTANTS Presented in partnership with LeSar Development Consultants




**Convening One**  
Presented by: LeSar Development Consultants; Jennifer Codianne, Deputy Operating Officer- Watersheds O&M Division

**Valley Water**

**Convening One Questionnaire**

If you have not yet done so, please take a few minutes to complete the Convening One Questionnaire.



**Valley Water**

**Valley Water Opening Remarks**

**Valley Water**

**LeSar Introductions**

LeSar Development Consultants

- Yelba Carrillo, Principal and Co-Lead for Homelessness Solutions Team
- Colleen Murphy, Principal on Homelessness Solutions Team
- Sam Jones, Associate on Homelessness Solutions Team
- Christina Mun, Chief Strategy Officer

**Valley Water**

**Kitchen Cabinet Introductions**

Key Stakeholders

- County Office of Supportive Housing
- Destination Home
- Housing Department, City of San Jose
- Office of the City Manager, City of San Jose
- Parks and Recreation, City of San Jose
- PATH (People Assisting the Homeless)
- Valley Water

*What is one word to describe how you're feeling about today's convening?*

**Valley Water**

**Ground Rules**

- Agree to listen to and consider all input.
- Treat each other with respect and common courtesy.
- Avoid inflammatory, discriminatory, or otherwise inappropriate language.
- Focus on discussion, not debate.

**Valley Water**

**Purpose of Convenings**

- Aims to address unsheltered homelessness along waterways or on Valley Water property
- Presents an opportunity for key stakeholders to unite and work together toward finding solutions

**Valley Water**

## Valley Water's Goal

9

*"To restore and protect the ecosystem and meet regulatory requirements by better addressing homelessness along Valley Water waterways"*



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## Anticipated Outcomes

10

1. Each organization gains a **clear understanding of the other organizations' roles, responsibilities, and limitations** in addressing homelessness, particularly unsheltered homelessness
2. Participants gain a **clear understanding of Valley Water, County, and City overarching goals and regulatory requirements related to addressing encampments along the waterways**—to reduce harmful environmental impacts, to allow Valley Water access for necessary operations and maintenance activities, and to ensure that Valley Water flood protection and mitigation projects can be implemented in a timely fashion



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## Anticipated Outcomes cont.

11

3. Participants **identify a variety of tools, approaches, and best practices** to house unsheltered people residing along waterways, reducing the need for abatements and ultimately reducing encampments
4. Each organization **identifies resources they can commit toward the effort** of reducing the number of people living along the waterways owned and managed by Valley Water
5. Participants **identify new resources that can be used to support and house people living along the waterways**

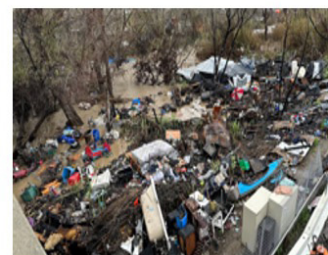


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## Waterway Encampment Challenges

12

1. Safety concerns due to flood risk and threat of wildlife
2. Trash, debris, and hazardous waste impact water quality, riparian, aquatic and wetland habitats, and fish and wildlife
3. Bank and levee excavation
4. Obstructed access for maintenance and construction
5. Regulatory compliance issues



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## Why Are Encampments Established in Waterways?

13

1. Privacy/autonomy
2. Access to water
3. Safety
4. Displacement from other locations
5. Limited, less-desirable dwelling alternatives



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## Typical Needs of PEH along Waterways

14

1. Access to water, sanitation, and hygiene resources
2. Consistent, trained multidisciplinary outreach
3. Low barrier, holistic services
4. Access to storage
5. Access to low-barrier shelter options
6. Permanent housing



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## Safety Concerns

15

- Weather events
- Other emergencies (e.g., fires, epidemics, pandemics)
- Remoteness can attract crime and victimization
- Less access can make service provision more challenging



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## Principles for Addressing Encampments

16

1. Establish a Cross-Agency, Multi-Sector Response to Encampments
2. Engage Encampment Residents to Develop Solutions
3. Conduct Comprehensive and Coordinated Outreach
4. Address Basic Needs and Provide Storage
5. Ensure Access to Shelter or Housing Options
6. Develop Pathways to Permanent Housing and Supports
7. Create a Plan for What Will Happen to Encampment Sites After Closure

[USICH Principles for Addressing Encampments](#)


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## 10-Minute Break

### Objective One

18

*Identify strengths and needs of each participating agency or organization as it relates to addressing homelessness.*

- Key stakeholders' strengths and needs
- Identify aligned strengths and needs as a group
- Identify opportunities for aligned work based on strengths and needs of the group



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### Strengths and Needs

19

Key Stakeholders Strengths & Needs



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### Aligned Strengths and Needs

20

• Notes



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### Opportunities for Aligned Work

21

• Notes



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## Lunch

### Objective Two

23

*Identify goals and outcomes as it relates to the convenings and overall addressing encampments along waterways (partner-focused).*

- All stakeholders' goals and outcomes
  - Existing goals and outcomes for each
- Identify aligned goals as a group
- Identify opportunities for alignment of goals as a group



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### All Goals and Outcomes

24

• Notes




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## Aligned Goals as a Group 25

Notes


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## Opportunities for Alignment of Goals as a Group 26

Notes

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## Objective Three 27

*Identify short-term and long-term outcomes as a group focused on the unhoused population residing along waterways, environmental impacts, and future collaborative work among key stakeholders.*

- All stakeholders' short-term and long-term outcomes
- Identify aligned outcomes and opportunities for alignment as a group


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## All Outcomes (Short-Term/Long-Term) 28

Notes


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## Aligned Outcomes & Opportunities for Alignment 29


Aligned Outcomes	Opportunities for Alignment

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## Convening Two

*The focus for Convening Two is to assess resources and activities that effectively address homelessness along waterways and proposed measures of success.*



## Tentative Dates

September 11<sup>th</sup>

- 10:00 AM-1:00 PM
- 11:00 AM-2:00 PM
- 12:00 PM-3:00 PM

September 18<sup>th</sup>

- 10:00 AM-1:00 PM
- 11:00 AM-2:00 PM
- 12:00 PM-3:00 PM



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# Valley Water

Clean Water • Healthy Environment • Flood Protection

# Appendix 8: Convening 2 Slide Deck



**Valley Water**  
Clean Water • Healthy Environment • Flood Protection

**LESAR** DEVELOPMENT CONSULTANTS Presented in partnership with LeSar Development Consultants



**Convening Two**  
Presented by: LeSar Development Consultants; Jennifer Codianne, Deputy Operating Officer- Watersheds O&M Division

**Valley Water**

**LeSar Introductions** 3

LeSar Development Consultants

- Yelba Carrillo, *Principal and Co-Lead for Homelessness Solutions Team*
- Colleen Murphy, *Principal on Homelessness Solutions Team*
- Sam Jones, *Associate on Homelessness Solutions Team*
- Christina Mun, *Chief Strategy Officer*

**Valley Water**

**Kitchen Cabinet Introductions** 4

Key Stakeholders

- County Office of Supportive Housing
- Destination Home
- Housing Department, City of San Jose
- Office of the City Manager, City of San Jose
- Parks and Recreation, City of San Jose
- PATH (People Assisting the Homeless)
- Valley Water

**Valley Water**

**Ground Rules** 5

- Agree to listen to and consider all input.
- Treat each other with respect and common courtesy.
- Avoid inflammatory, discriminatory, or otherwise inappropriate language.
- Focus on discussion, not debate.

**Valley Water**

**Agenda** 6

1. Convening One Overview
2. Upcoming Waterway Regulation Deadlines
3. Priority Areas Overview
4. Goals and Activities Discussion

**Valley Water**

**Purpose** 7

Aims to address unsheltered homelessness along waterways or on Valley Water property

**Goal**

To restore and protect the ecosystem and meet regulatory requirements by better addressing homelessness along Valley Water waterways

**Valley Water**

**Convening One Review** 8

Discussed...

- **Strengths and Needs** of all partners
- **Goals and Outcomes** of convenings for all partners
  - Alignment and opportunities for alignment
- **Short-Term and Long-Term Outcomes** for unhoused population along waterways
  - Opportunities for alignment

**Valley Water**



## Upcoming Waterway Regulation Deadlines

- *San Francisco Bay Regional Water Quality Control Board resolution*
  - Storm drains virtually trash free by 2022
- *Willamette Riverkeeper petition to Oregon Department of Environmental Quality*
  - Waterways free of encampment discharges



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## 6 Priority Areas

1. Strengthen Partnerships and Collaboration
2. Data and Monitoring
3. Communications Strategy
4. Coordinated Outreach
5. Infrastructure and Staffing
6. Housing Opportunities



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## Strengthen Partnerships and Collaboration

*Goal: Foster strong partnerships and enhance collaboration among key stakeholders, including local government agencies, non-profits, community-based organizations, advocacy groups, healthcare, and people with lived expertise.*

- Valley Water to host monthly cross sector collaborative meetings with key stakeholders working to address unsheltered people living along waterways.
- Valley Water participation in stakeholder meetings for the development of Santa Clara Community Plan to End Homelessness.
- Establish process for exploring and securing joint funding opportunities.
- Valley Water to share potential joint funding opportunities in monthly cross-sector meetings.



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## Data and Monitoring

*Goal: Develop and implement a comprehensive data-driven system for monitoring and addressing homelessness along waterways with the aim of improving the well-being and providing effective support to individuals experiencing homelessness along waterways.*

- Valley Water to conduct bi-annual/annual Point-in-Time count along waterways.
- Valley Water participation in the Santa Clara Point-in-Time count.
- Valley Water to research potential geospatial data tracking system to utilize.



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## Communications Strategy

*Goal: Develop and implement a comprehensive communications strategy to effectively raise awareness, engage the public, and provide support for homeless outreach initiatives.*

- Valley Water to provide clean-up schedule to LEAB on a regular basis.
- Valley Water to share clean-up schedule in monthly cross-sector meetings.
- Valley Water to share regulations, timelines, and schedules in monthly cross-sector meetings.



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## Coordinated Outreach

*Goal: Establish an expanded coordinated outreach strategy to effectively address homelessness along waterways, ensuring the provision of essential services, resources, and support to individuals experiencing homelessness in these specific locations.*

- Valley Water to participate in encampment/outreach coordination meetings between necessary stakeholders (e.g. PATH and City).
- For Valley Water funded projects, host consistent coordinated meetings with appropriate stakeholders.
- Valley Water to participate in the coordination of stakeholder outreach activities (e.g. designated VW staff participates in creek assessment alongside outreach workers).



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## Infrastructure and Staffing

*Goal: Increase the capacity of VW to address homelessness along waterways by investing in infrastructure and staffing.*

- Identify role and responsibilities of homelessness liaison and draft job description.
- Ensure homelessness liaison is someone with extensive experience/background in homelessness.



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## Housing Opportunities

*Goal: Create strategies to meet the housing and supportive services needs of the unsheltered population to humanely assist in their permanent relocation out of waterways.*

- Assess feasibility of hiring land use consultant.
- Identify parcels of land that could potentially be used for housing.
- Determine appropriate uses of land.



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**10-Minute Break**

## Roadmap Discussion

*(Jump to other document)*



**Lunch**

## Convening Three

September 18<sup>th</sup>  
at 10:00 AM-1:00 PM



**Valley Water**

Clean Water • Healthy Environment • Flood Protection



# Appendix 9: Convening 3 Slide Deck



## Agenda

1. Convenings One & Two Overview
2. Process Mapping
3. Key Partners
4. Closing Remarks

## Convening One Review

- **Strengths and Needs** of all partners
- **Goals and Outcomes** of convenings for all partners
  - Alignment and opportunities for alignment
- **Short-Term and Long-Term Outcomes** for unhoused population along waterways
  - Opportunities for alignment

## Convening Two Review

**Valley Water Priority Areas**

- Strengthen Partnerships and Collaboration
- Data and Monitoring
- Communications Strategy
- Coordinated Outreach
- Infrastructure and Staffing
- Housing Opportunities

Priority Area → Inputs → Activities → Outputs → Short Term Outcomes → Long-Term Outcomes

### Strengthen Partnerships and Collaboration

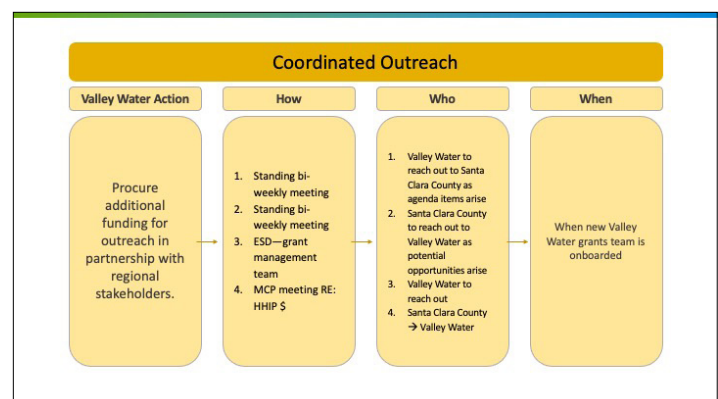
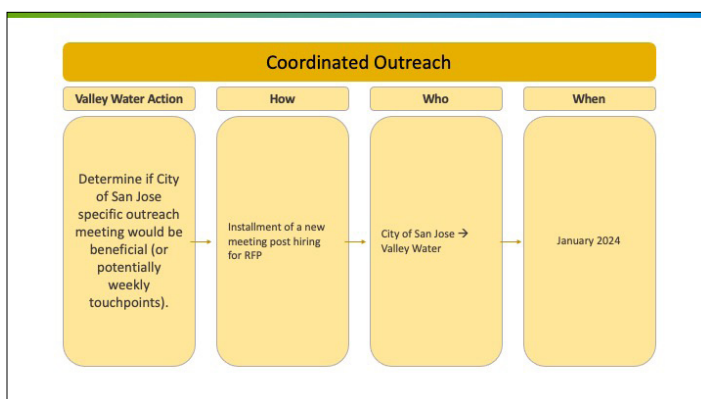
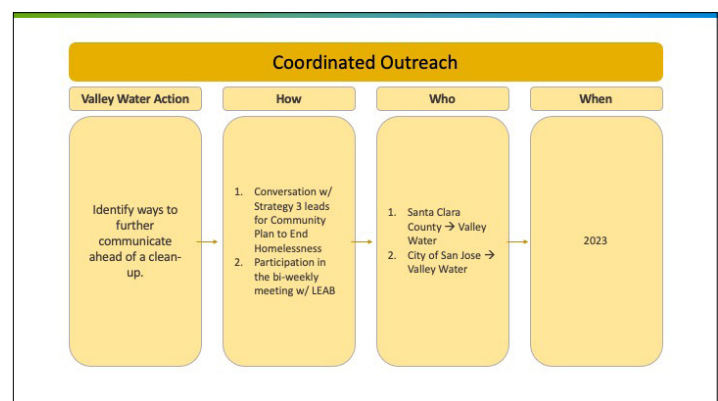
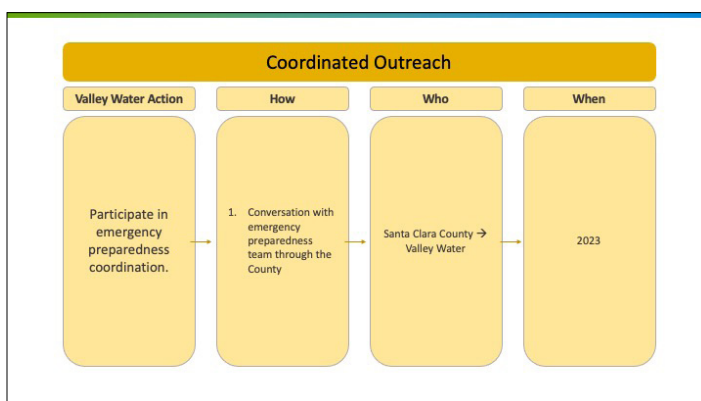
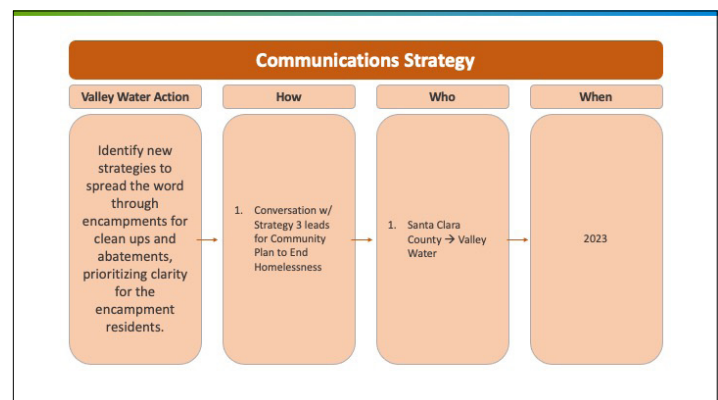
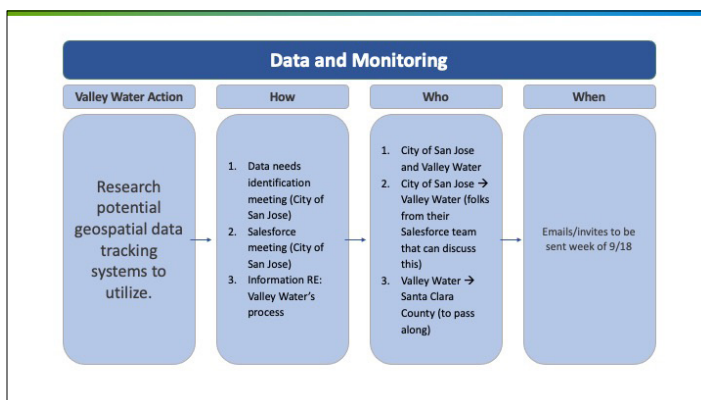
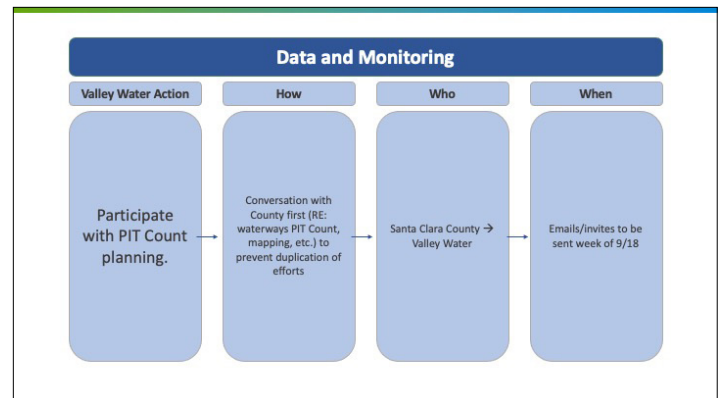
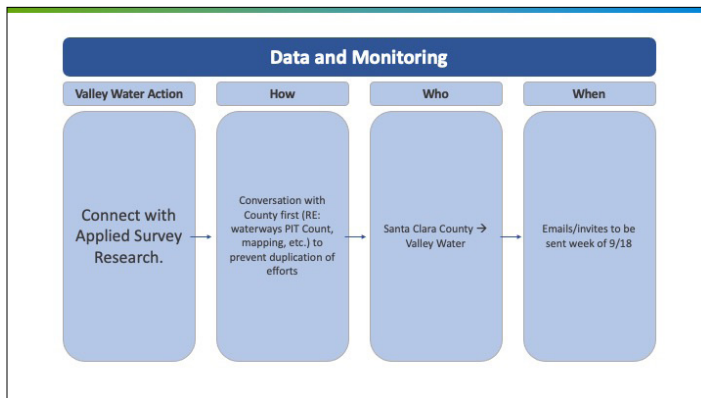
Valley Water Action	How	Who	When
Participate in relevant collaborative meetings	<ol style="list-style-type: none"> <li>1. Coordination for Issues Impacting Unhoused with LEAB</li> <li>2. Outreach Coordination (Countywide)</li> <li>3. CalTrans meetings</li> <li>4. Quarterly CoC Membership meetings</li> <li>5. Stakeholder meetings focus on the new iteration of the Community Plan to End Homelessness</li> <li>6. Valley Water cross-sector collaborative</li> </ol>	<ol style="list-style-type: none"> <li>1. City of San Jose → Valley Water</li> <li>2. City of San Jose → Valley Water</li> <li>3. City of San Jose → discuss with necessary parties</li> <li>4. Santa Clara County → Valley Water</li> <li>5. Santa Clara County → Valley Water</li> <li>6. Valley Water</li> </ol>	<p>Emails/invites to be sent week of 9/18</p>

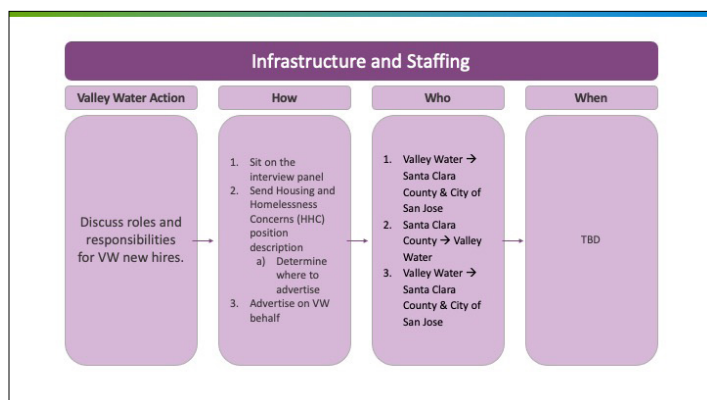
### Strengthen Partnerships and Collaboration

Valley Water Action	How	Who	When
Identify areas/ meetings hosted by VW that could use stakeholder support (e.g. ECCC meetings).	<ol style="list-style-type: none"> <li>1. ECCC</li> <li>2. Joint meetings</li> <li>3. Board meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water → LEAB (add to list serv); dependent on topic</li> <li>2. Valley Water → Santa Clara County</li> <li>3. Valley Water → dependent on topic</li> </ol>	<ol style="list-style-type: none"> <li>1. As needed</li> <li>2. November 16<sup>th</sup></li> <li>3. As needed</li> </ol>

### Strengthen Partnerships and Collaboration

Valley Water Action	How	Who	When
Establish process for exploring and securing joint funding opportunities.	<ol style="list-style-type: none"> <li>1. Standing bi-weekly meeting</li> <li>2. Standing bi-weekly meeting</li> <li>3. ESD- grant management team</li> <li>4. MCP meeting RE: HHIP \$</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water to reach out to Santa Clara County as agenda items arise</li> <li>2. Santa Clara County to reach out to Valley Water as potential opportunities arise</li> <li>3. Valley Water to reach out</li> <li>4. Santa Clara County → Valley Water</li> </ol>	<p>When new VW grants team is onboarded</p>





Break

Priority Areas	Activities	Key Partners
1. Strengthen Partnerships and Collaboration	VW to participate in relevant collaborative meetings with key stakeholders. Establish processes for exploring and securing joint funding opportunities. Identify areas/meetings hosted by VW that could use stakeholder support (e.g. ECCC meetings).	ESD (City of SJ); County Roads and Airports Department; VW Stormwater permit team; LEAB
2. Data and Monitoring	VW to conduct bi-annual/annual PIT Count along waterways. VW to participate in the Santa Clara PIT Count. VW to research potential geospatial data tracking systems to utilize. VW to connect with Applied Survey Research.	ESD (City of SJ); County Roads and Airports Department
3. Communications Strategy	VW to share clean-up schedules, abatement schedules, regulations, timelines, and new funding opportunities in relevant meetings with stakeholders. Identify new strategies to spread the word through encampments for clean-ups and abatements, prioritizing clarity for the encampment residents.	
4. Coordinated Outreach	Participate in emergency preparedness coordination. Identify ways to further communication ahead of a clean-up. Determine if City of San Jose specific outreach meeting would be beneficial (or potentially weekly touchpoints). For VW funded projects, VW to host case conferencing with appropriate stakeholders. Procure additional funding for outreach in partnership with regional stakeholders.	Respective EOCs/OESs/OEMs
5. Infrastructure and Staffing	Identify role and responsibilities for Assistant Operating Officer and new hire for "social services." Draft job descriptions. Discuss roles and responsibilities of new hires with stakeholders. Ensure hiring is based on those with extensive experience in homelessness services and outreach.	
6. Housing Opportunities	Assess feasibility of hiring land use consultant. Identify parcels of land that could potentially be used for housing. Determine appropriate uses of land. Ensure integration of people with lived expertise in the identification of parcels process early on.	Santa Clara County Housing Authority

Lunch

*"A comprehensive roadmap that effectively and collaboratively addresses unsheltered homelessness along waterways and promotes the restoration and preservation of the ecosystem"*

Closing Remarks





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# Addressing Homelessness Along Waterways

Final Report & Roadmap

Environmental Creek Cleanup Committee, February 20, 2024



# Agenda

1. Recap
2. Final Report
3. Roadmap



# Recap

- ***Phase 1 (March- April 2023)*** *Level Setting*

Involved conducting a landscape analysis that identified and outlined current Valley Water initiatives, opportunities, and limitations related to addressing the waterway crisis.

- ***Phase 2 (April- May 2023)*** *Data Collection*

Included interviews of several stakeholders from the city, county, and community-based organizations that routinely conduct outreach and provide supportive services to unsheltered people throughout the region.

- ***Phase 3 (July- September 2023)*** *Development of Framework (Roadmap)*

Consisted of a series of key stakeholder convenings hosted by Valley Water and facilitated by LeSar Development Consultants (LDC).

# Valley Water Priority Areas

1. Strengthen Partnerships and Collaboration
2. Data and Monitoring
3. Communications Strategy
4. Coordinated Outreach
5. Infrastructure and Staffing
6. Housing Opportunities

Priority Area → Inputs → Activities → Outputs → Short Term Outcomes → Long-Term Outcomes

# Final Report

1. Executive Summary
2. Landscape Analysis: Santa Clara Valley Water District Strengths, Available Resources, and Needs to Address Encampments of Unsheltered People
3. Key Informant Interviews
4. Valley Water Key Stakeholder Convenings
5. Valley Water Priority Areas
6. Roadmap to Address Homelessness Along Waterways
7. Recommendations for Roadmap Implementation
8. Appendices

## Santa Clara Valley Water District: Roadmap to Address Unsheltered Homelessness Along Waterways

Comprehensive Strategies that Effectively and Collaboratively Address Unsheltered Homelessness Along Waterways



# Final Report: Landscape

## *Strengths*

### 1. Established Protocols/Programs

- Good Neighbor Program
- Clean Camps, Clean Creeks, and Portable Toilet Program
- Funding and Key Performance Indicators

### 2. Safe Relocation

- Risk Assessment



# Final Report: Landscape

## *Needs*

1. Funding to Invest in Long-Term Solutions
2. Expanded Homeless Outreach in Riparian Corridors
3. Maintain Primary Authority of Cities and County to Provide Human Services
4. Interim and Permanent Housing
5. Prioritization of Unhoused Individuals in Riparian Corridors
6. Consistent Goals for Outreach and Ways to Define/Track Encampments Across Jurisdictions
7. More Defined Roles
8. Expanded Partnerships and Collaborative Models
9. Address the Needs of People Experiencing Unsheltered Homelessness in Riparian Corridors

# Final Report: Landscape

## *Available Resources*

1. Funding Resources
2. Homeless Service Providers
3. Valley Water Land



# Final Report: Key Informant Interviews

*Selected based on their knowledge, expertise, and experience working with the unsheltered population throughout the County*

- City of San José
- County of Santa Clara
- Destination: HOME
  - Lived Experience Advisory Board (LEAB)
- Environmental Creek Cleanup Committee
- PATH (People Assisting the Homeless)





# Final Report: KII Key Findings

1. Key informants expressed interest in future collaborative work with Valley Water, especially under the new and current leadership of key agencies.
2. Any future work must be guided by a set of values agreed upon by Valley Water and key stakeholders.
3. Upcoming key stakeholder convenings should focus more on strategic, long-term solutions rather than just encampment abatement and management issues.
4. There are upcoming opportunities to better integrate Valley Water into the homelessness response system, including participation in the Santa Clara Community Plan to End Homelessness.





# Convenings & Roadmap



# Convening One Review

- *Strengths and Needs* of all partners
- *Goals and Outcomes* of convenings for all partners
  - Alignment and opportunities for alignment
- *Short-Term and Long-Term Outcomes* for unhoused population along waterways
  - Opportunities for alignment



# Convening Two Review

## *Valley Water Priority Areas*

- Strengthen Partnerships and Collaboration
- Data and Monitoring
- Strategic Communication
- Coordinated Outreach
- Infrastructure and Staffing
- Housing Opportunities

Priority Area → Inputs → Activities → Outputs → Short Term Outcomes → Long-Term Outcomes

Priority Areas	Activities
1. Strengthen Partnerships and Collaboration	Valley Water to participate in relevant collaborative meetings with key stakeholders.
	Establish processes for exploring and securing joint funding opportunities.
	Identify areas/meetings hosted by Valley Water that could use stakeholder support (e.g. Environmental Creek Cleanup Committee [ECCC] mtgs.).
2. Data and Monitoring	Valley Water to conduct bi-annual/annual Point-in-Time (PIT) Count along waterways.
	Valley Water to participate in the Santa Clara PIT Count.
	Valley Water to research potential geospatial data tracking systems to utilize.
	Valley Water to connect with Applied Survey Research.
3. Strategic Communication	Valley Water to share clean-up schedules, abatement schedules, regulations, timelines, and new funding opportunities in relevant meetings with stakeholders.
	Identify new strategies to spread the word through encampments for clean-ups and abatements, prioritizing clarity for the encampment residents.
4. Coordinated Outreach	Participate in emergency preparedness coordination.
	Identify ways to further communication ahead of a clean-up.
	Determine if City of San Jose specific outreach meeting would be beneficial (or potentially weekly touchpoints).
	For Valley Water funded projects, Valley Water to host case conferencing with appropriate stakeholders.
	Procure additional funding for outreach in partnership with regional stakeholders.
5. Infrastructure and Staffing	Identify role and responsibilities for Assistant Operating Officer and new hire for “social services.” Draft job descriptions.
	Discuss roles and responsibilities of new hires with stakeholders.
	Ensure hiring is based on those with extensive experience in homelessness services and outreach.
6. Housing Opportunities	Assess feasibility of hiring land use consultant.
	Identify parcels of land that could potentially be used for housing.
	Determine appropriate uses of land.
	Ensure integration of people with lived expertise in the identification of parcels process early on.
<div>90</div> <div>Attachment 2 Page 14 of 25</div>	

## Strengthen Partnerships and Collaboration

Valley Water Action	How	Who	When
Participate in relevant collaborative meetings.	<ol style="list-style-type: none"> <li>1. Coordination for Issues Impacting Unhoused with LEAB</li> <li>2. Outreach Coordination (Countywide)</li> <li>3. Caltrans meetings</li> <li>4. Quarterly CoC Membership meetings</li> <li>5. Stakeholder meetings focused on the new iteration of the Community Plan to End Homelessness</li> <li>6. Valley Water cross-sector collaborative</li> </ol>	<ol style="list-style-type: none"> <li>1. City of San Jose → Valley Water</li> <li>2. City of San Jose → Valley Water</li> <li>3. Santa Clara County → Valley Water</li> <li>4. Santa Clara County → Valley Water</li> <li>5. Valley Water</li> </ol>	Emails/invites to be sent week of 9/18/23
Identify areas/ meetings hosted by Valley Water that could use stakeholder support (e.g., ECCC meetings).	<ol style="list-style-type: none"> <li>1. ECCC</li> <li>2. Joint meetings</li> <li>3. Board meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water → LEAB (add to list serv); dependent on topic</li> <li>2. Valley Water → Santa Clara County</li> <li>3. Valley Water → dependent on topic</li> </ol>	<ol style="list-style-type: none"> <li>1. As needed</li> <li>2. November 16<sup>th</sup></li> <li>3. As needed</li> </ol>
Establish process for exploring and securing joint funding opportunities.	<ol style="list-style-type: none"> <li>1. Standing bi-weekly meeting</li> <li>2. Standing bi-weekly meeting</li> <li>3. ESD—grant management team</li> <li>4. MCP meeting RE: HHIP \$</li> </ol>	<ol style="list-style-type: none"> <li>1. Valley Water to reach out to Santa Clara County as agenda item arise</li> <li>2. Santa Clara County to reach out to Valley Water as potential opportunities arise</li> <li>3. Valley Water to reach out</li> <li>4. Santa Clara County → Valley Water</li> </ol>	When new Valley Water grants team is onboarded

# Roadmap: *Recommendations for Implementation*

## *Recommendation 1*

*LDC recommends that Valley Water establish regular collaborative meetings with stakeholders from various sectors. These meetings could mirror the convening series but be held quarterly and could include a broader range of participating agencies. This would create a platform for open dialogue and collaboration, which could prove beneficial as Valley Water begins to allocate resources toward supporting unsheltered individuals.*

# Roadmap: *Recommendations for Implementation*

## *Recommendation 2*

*LDC recommends that the Good Neighbor Program staff work closely with Valley Water's grants administration team to identify potential funding opportunities, assisting by mapping and tracking opportunities and providing support with applications, to enhance Valley Water's chances of securing the necessary resources for their initiatives. Additionally, Valley Water should actively engage the City of San José, the County of Santa Clara, and the State to identify and co-apply to specific opportunities.*



# Roadmap: *Recommendations for Implementation*

## *Recommendation 3*

*LDC recommends that Valley Water continuously identify and engage stakeholders who could serve as advocates for their proposed activities and initiatives. For instance, the City of San José could be a valuable ally in advocating for Valley Water's goals. Building strong relationships with such stakeholders can increase the likelihood of success for Valley Water's initiatives.*

# Roadmap: *Recommendations for Implementation*

## *Recommendation 4*

*LDC recommends that Valley Water integrate with the Continuum of Care (CoC) system, which coordinates services for individuals experiencing homelessness. By ensuring smooth integration, Valley Water can maximize their impact and contribute effectively to the overall homelessness response.*

# Roadmap: *Recommendations for Implementation*

## *Recommendation 5*

*LDC recommends that Valley Water contract or partner with external support for the planning and execution of a waterway-specific Point-In-Time (PIT) count, as it may require significant staff time and effort to carry out such activities.*

# Roadmap: *Recommendations for Implementation*

## *Recommendation 6*

*LDC recommends a thorough assessment and reporting of the data collected from the waterways count, ensuring an accurate and comprehensive analysis, with findings made public and shared via ECCC meetings, cross-sector collaborative meetings, and CoC hosted meetings.*



# Roadmap: *Recommendations for Implementation*

## *Recommendation 7*

*LDC recommends that Valley Water explore innovative approaches to effectively communicate with residents in encampments about clean-up and abatement efforts. It would be beneficial to prioritize clear and concise messaging to ensure that the residents fully understand the process and its benefits. Additionally, Valley Water would benefit from the development of a comprehensive outreach communication plan to enhance their efforts in engaging with the people residing in encampments along waterways.*

# Roadmap: *Recommendations for Implementation*

## *Recommendation 8*

*LDC recommends that outreach strategies implemented by Valley Water align with best practices and current outreach strategies utilized by the City of San José and partners such as PATH. This will ensure that Valley Water is utilizing effective and proven methods to engage with the community and spread awareness about clean-ups and abatements in encampments.*

# Roadmap: *Recommendations for Implementation*

## *Recommendation 9*

*LDC recommends that, for projects funded by Valley Water, the agency coordinate and facilitate case conferences with stakeholders, as needed. This will enable effective collaboration and communication between all parties involved, ensuring that the encampment residents' needs and concerns are addressed and resolved efficiently; this will also ensure that Valley Water has the most up-to-date data on project progress.*

# QUESTIONS



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# Santa Clara Valley Water District

File No.: 24-0213

Agenda Date: 2/20/2024

Item No.: 4.2.

## COMMITTEE AGENDA MEMORANDUM Environmental Creek Cleanup Committee

Government Code Section 84308 Applies: Yes ☐ No ☒  
(If "YES" Complete Attachment A)

### SUBJECT:

Receive Update on Valley Water's Encampment Cleanup Operations.

### RECOMMENDATION:

Receive updates and provide feedback on the following topics:

- A. Encampment cleanup schedule.
- B. Encampment cleanup costs and funding.
- C. Trash and debris programs costs, and accomplishments.
- D. Recent Encampment Cleanups & Fence Repairs.
- E. 2024 Encampment & Unsheltered Individual Count Update.
- F. Valley Water SCC Outreach Report Update.
- G. Stream Stewardship Law Enforcement (SSLE) Update.
- H. Inter-Agency Benchmarking: Encampment Management Services Update.

### SUMMARY:

Staff will brief the Committee and provide up-to-date information on issues related to encampment cleanups:

- A. Encampment Cleanup Schedule: Discussion of currently scheduled encampment cleanups.
- B. Encampment Cleanup Program Costs & Funding: Update on Fiscal Year 2024 encampment cleanup expenditures and prior-year comparisons.
- C. Trash & Debris Programs Costs & Accomplishments: Update on Fiscal Year 2024 expenditures and prior-year comparisons on expenditures and cubic yards for all Valley Water trash and debris removal programs.
- D. Recent Encampment Cleanups & Fence Repairs: Discussion of recent cleanups along Los Gatos Creek from Bascom Avenue to Meridian Avenue, Guadalupe River from Blossom Hill Road to Branham Lane, Lower Silver Creek from Highway 680 to Alum Rock Avenue.

- 
- E. 2024 Encampment & Unsheltered Individual Assessment: Update on counts of encampments and unsheltered individuals residing on Valley Water fee title or easement properties along waterways.
  - F. Valley Water SCC Outreach Report Update: Update on Santa Clara County outreach services provided during FY 24 Q1.
  - G. Stream Stewardship Law Enforcement (SSLE): Regular report on creek safety issues, including recent statistics from the San José Police Department's Stream Stewardship Law Enforcement Program (SSLE).
  - H. Inter-Agency Benchmarking-Encampment Management: Update on comparable water district programs to assist unsheltered individuals and manage the effects of encampments.

**ATTACHMENTS:**

Attachment 1: PowerPoint

**UNCLASSIFIED MANAGER:**

Jennifer Codianne, 408-630-3876



# Encampment Cleanup Update

## 373.80 Tons Removed Sept 30 – Jan 31

Environmental Creek Cleanup Committee

February 20, 2024



# Encampment Cleanup Schedule

<b>10/2 - 10/13</b> <ul style="list-style-type: none"> <li>Enhanced Cleanup: Guadalupe Creek – Almaden Expwy to Camden Ave</li> <li>Enhanced Cleanup: Upper Penitencia Creek – Capital Expressway to D/S Mabury Road, CSJ Abatement due to school buffer: D/S Educational Park Dr</li> <li>Enhanced Cleanup: Upper Penitencia Creek - Capital Exp to D/S Mabury Rd</li> <li>Enhanced Cleanup: Thompson Creek – Quimby Road to Keaton Loop</li> <li>Enhanced Cleanup: Los Gatos Creek - Bascom Ave to Meridian Ave</li> </ul>	<b>10/16 – 10/26</b> <ul style="list-style-type: none"> <li>Enhanced Cleanup: Los Gatos Creek – Bascom Ave to Meridian Ave</li> <li>Enhanced Cleanup: Guadalupe River - Blossom Hill Road to Branham Road</li> <li>Trash Hot Spots: Sunnyvale East Channel – U/S Tasman Avenue</li> <li>Enhanced Cleanup: Guadalupe River - Blossom Hill Road to Branham Road</li> <li>Enhanced Cleanup: Guadalupe River - Blossom Hill Road to Branham Road</li> <li>Enhanced Cleanup: Coyote Creek- Montague Expressway to McCarthy Road</li> <li>Enhanced Cleanup: Lower Silver Creek – Tully Road to Quimby Road, Coyote Creek - Montague Expressway to McCarthy Rd</li> <li>Enhanced Cleanup: Coyote Creek - U/S Berryessa Road</li> <li>Enhanced Cleanup: Guadalupe River – Alma Avenue to Woz Way</li> </ul>	<b>10/30 – 11/9</b> <ul style="list-style-type: none"> <li>Enhanced Cleanup: Guadalupe River – Capital Expwy to Almaden Road</li> <li>Enhanced Cleanup: West Branch Llagas Creek – Monterey Road to Llagas Creek Confluence</li> <li>Enhanced Cleanup: West Branch Llagas Creek – Monterey Road to Llagas Creek Confluence, West Little Llagas – Cosmo Avenue to Edmundson Avenue</li> <li>CSJ/Valley Water joint abatement due to public safety – Los Gatos Creek – Lincoln Avenue</li> <li>CSJ/Valley Water joint abatement due to public safety – Lower Silver Creek – Hwy 680 to San Antonio Street, Enhanced Cleanup: Lower Silver Creek – San Antonio Street to Alum Rock Avenue</li> </ul>	<b>11/13 – 12/7</b> <ul style="list-style-type: none"> <li>Enhanced Cleanup: Los Gatos Creek - Bascom Avenue to Meridian Avenue</li> <li>Enhanced Cleanup: Los Gatos Creek – Bascom Avenue to Meridian Avenue</li> <li>Enhanced Cleanup: Saratoga Creek Footbridge to El Camino Real</li> <li>Enhanced Cleanup: Coyote Creek - Julian Road to Lower Silver Confluence (CSJ Abatement under Mabury Road)</li> <li>Enhanced Cleanup: Thompson Creek – Quimby Road to Keaton Loop</li> <li>Enhanced Cleanup: Thompson Creek – Quimby Road to Keaton Loop</li> <li>Abatement for SMP maintenance road repair: West Branch Llagas Creek</li> <li>Enhanced Cleanup: Upper Penitencia Creek – Capitol Expressway to Jackson Avenue</li> </ul>
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# Encampment Cleanup Schedule

## 12/11 – 12/21

- Enhanced Cleanup: Guadalupe Creek – Almaden Expressway to Camden Avenue
- Enhanced Cleanup: Guadalupe River - Blossom Hill Road to Branham Avenue
- Enhanced Cleanup: Calabasas Creek - El Camino Real to D/S Cabrillo Avenue
- Enhanced Cleanup: Coyote Creek - Ridder Park Drive to Hwy 880
- Enhanced Cleanup: Guadalupe River - West Alma Avenue to West Virginia Street

## 12/25 – 1/4

- Trash Hot Spots: Saratoga Creek U/S Saratoga Sunnyvale Road
- Trash Hot Spots: West Little Llagas Creek at Cosmo Avenue (behind 16375 Monterey Road)
- Trash Hot Spots: Saratoga Creek
- Trash Hot Spots: San Tomas Creek
- Enhanced Cleanup: Los Gatos Creek – Bascom Avenue to Meridian Avenue

## 1/8 – 1/19

- Enhanced Cleanup: Los Gatos Creek - San Carlos Street to Santa Clara Street
- Enhanced Cleanup: Guadalupe River- Capitol Expressway to Almaden Road
- Enhanced Cleanup: Thompson Creek – Quimby Road to Keaton Loop
- Trash Hot Spots: North & South Babb Creek, Abatement for Construction of CIP: Maybury Road and Berryessa Road (Coyote Creek Flood Management Measures Project)

## 1/22 – 1/31

- Enhanced Cleanup: Lower Silver Creek - McKee Road to Coyote Creek Confluence
- Enhanced Cleanup: Lower Silver Creek - Hwy 680 to McKee Road
- Enhanced Cleanup: Lower Silver Creek - Hwy 680 to McKee Road and behind 1875 E St James St
- Enhanced Cleanup: Lower Silver Creek - Story Road to Hwy 680
- Enhanced Cleanup: West Branch Llagas – Monterey Road to Llagas Creek Confluence



# Encampment Cleanup Costs & Funding

	FY20	FY21	FY22	FY23	FY24
Encampment Cleanup Budget	\$1,515,073	\$922,107	\$1,923,736	\$2,406,885	\$4,129,755
Encampment Cleanup Expenditures	\$845,455	\$364,895	\$2,218,126	\$ 2,430,071.00	\$ 2,204,645.00
Encampment Cleanup Budget Remaining	\$669,618	\$557,212	(\$294,390)	(\$23,186.00)	\$1,925,110.00
Encampment Cleanup Budget Expended	56%	40%	115%	101%	53%

# Trash & Debris Impacts on Waterways

## Encampment/Trash and Debris Cleanup Efforts

CY = cubic yards of trash, debris, and hazardous pollutants removed from waterways

Budget Year	SCW Project F5		SCW Project F6		SCW Priority B Projects
	Encampment Cleanup (CY)	Encampment Cleanup Cost	Litter Removal (CY)	Litter Removal Cost	Trash Booms, Hot Spots, Volunteer Cleanup Efforts (CY)
FY 2013-14	9,982	\$ 786,085.00	1,176	\$ 130,881.00	450
FY 2014-15	17,024	\$ 1,341,166.00	1,792	\$ 189,675.00	419.5
FY 2015-16	11,746	\$ 929,727.00	1,596	\$ 198,269.00	614.5
FY 2016-17	12,698	\$ 1,018,873.00	1,148	\$ 144,733.00	478
FY 2017-18	16,926	\$ 1,485,693.00	1,708	\$ 219,078.00	731.25
FY 2018-19	11,480	\$ 968,819.00	1,050	\$ 512,487.00	636.78
FY 2019-20	9,534	\$ 845,455.00	1,218	\$ 639,570.00	295
FY 2020-21	1,523	\$ 364,896.00	2,347	\$ 1,264,002.00	639.2
FY 2021-22	12,152	\$ 2,218,126.00	1,009	\$ 967,135.00	504
FY 2022-23	11,158	\$ 2,430,071.00	1,172	\$ 527,430.00	747
FY 2023-24 (As of 12/31/23)	6,037	\$ 1,926,373.00	242	\$ 129,384.45	426.09
<b>Estimated Totals</b>	<b>120,260</b>	<b>\$ 14,315,284.00</b>	<b>14,458</b>	<b>\$ 4,922,644.45</b>	<b>5,941.32</b>

# Los Gatos Creek – Bascom Avenue to Meridian Avenue



**Before**



**After**

## Accomplishments:

- 12.3 Tons Removed
- 61.5 Acres Managed



# Los Gatos Creek – Bascom Avenue to Meridian Avenue



**Before**



**After**

## Accomplishments:

- 16.2 Tons Removed
- 24.49 Acres Managed



# Guadalupe River – Blossom Hill Road to Branham Lane



Before



After

## Accomplishments:

- 38.5 Tons Removed
- 35.3 Acres Managed



# Lower Silver Creek – Hwy 680 to Alum Rock Avenue



Before



After

## Accomplishments:

- 10.83 Tons Removed
- 10.8 Acres Managed



# Lower Silver Creek – Highway 680 to Alum Rock Ave



## Accomplishments:

- 25.72 Tons Removed
- 44.88 Acres Managed



# Fence Repairs



- Fence repairs completed by Watersheds Operations and Maintenance staff.
- Fence Repair requests responded to within 1 business day.  
Work completed on average of 5 business days.
- 2,764 LF of standard chain-link fence installed.

# 2024 Encampment & Unsheltered Individual Assessment

Coyote Watershed:	Encampments Valley Water Fee	Unsheltered Individual Count	Encampments On Easements	Unsheltered Individual Count
Coyote Creek	52	68	27	31
Thompson Creek	46	52	0	0
Lower Silver Creek	21	31	3	4
Penitencia Creek	24	47	34	52
Miguelita Creek	0	0	14	20
Berryessa Creek	0	0	9	12
Total:	143	198	87	119

Uvas/Llagas Watershed:	Encampments Valley Water Fee	Unsheltered Individual Count	Encampments On Easements	Unsheltered Individual Count
West Branch Llagas	69	90	0	0
Uvas Creek	2	2	3	3
West Little Llagas	7	9	0	0
Total:	78	101	3	3



# 2024 Encampment & Unsheltered Individual Assessment

Guadalupe Watershed:	Encampments Valley Water Fee	Unsheltered Individual Count	Encampments On Easements	Unsheltered Individual Count
Guadalupe Creek	16	24	0	0
Guadalupe River	149	176	109	170
Los Gatos Creek	72	94	10	12
<b>Total:</b>	<b>237</b>	<b>294</b>	<b>119</b>	<b>182</b>

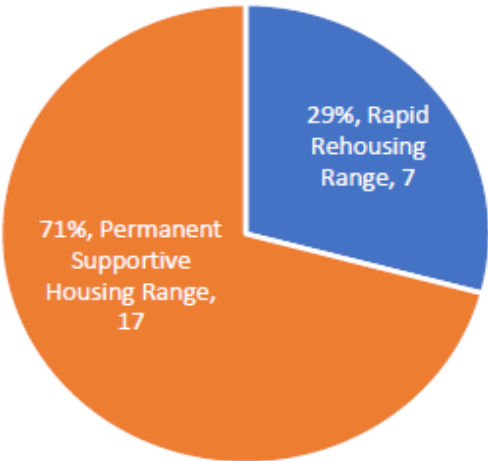
West Valley Watershed:	Encampments Valley Water Fee	Unsheltered Individual Count	Encampments On Easements	Unsheltered Individual Count
Calabazas Creek	6	6	0	0
Saratoga Creek	2	2	0	0
Sunnyvale East	1	1	0	0
<b>Total:</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>0</b>

<b>Totals:</b>	Encampments Valley Water Fee	Unsheltered Individual Count	Encampments On Easements	Unsheltered Individual Count
	<b>467</b>	<b>602</b>	<b>209</b>	<b>309</b>

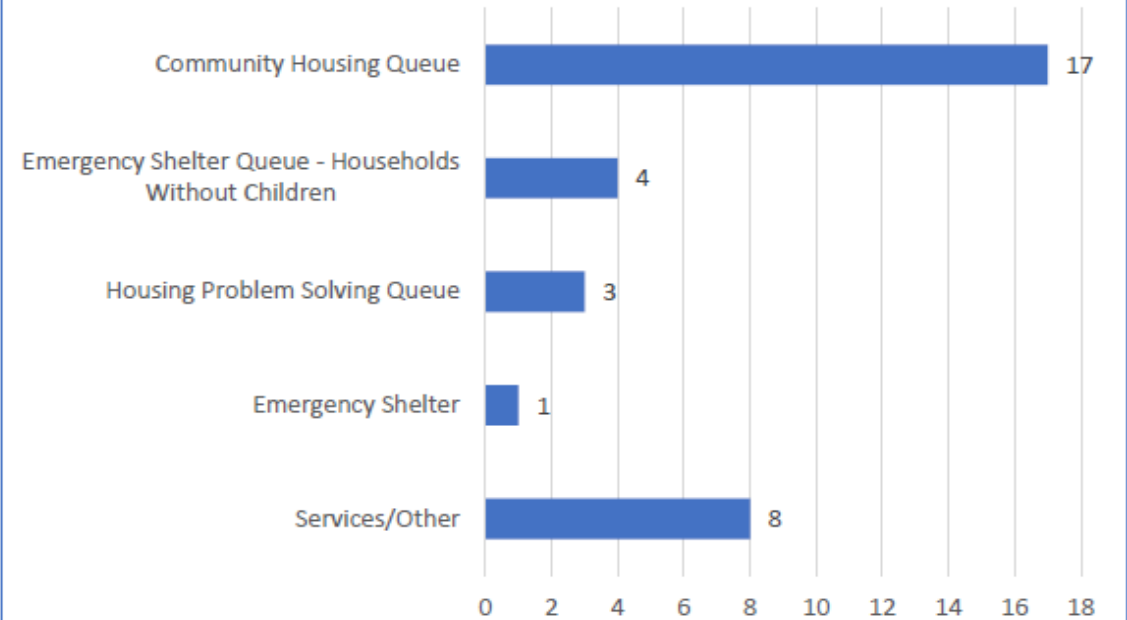
# Valley Water Outreach Report– FY24 Q1

- The following show characteristics for 27 households (30 individuals) currently enrolled in Hotline Outreach (Valley Water OSH).
  - Enrollments are from August 24, 2023 to November 17, 2023
  - No clients have exited from the program yet
- 24 households have taken a VI-SPDAT assessment with 7 (29%) scoring in the Rapid Rehousing level of need and 17 (71%) scoring in the Permanent Supportive Housing level of need (based on their most recent VI-SPDAT).
- 17 households are currently on the Community Housing Hotline waiting for a housing opportunity.
- 4 households are currently on the Emergency Shelter Queue waiting for shelter placement.
- 1 household (with children) is currently enrolled in an Emergency Shelter – Interim Housing program.

By VI-SPDAT Level of Intervention



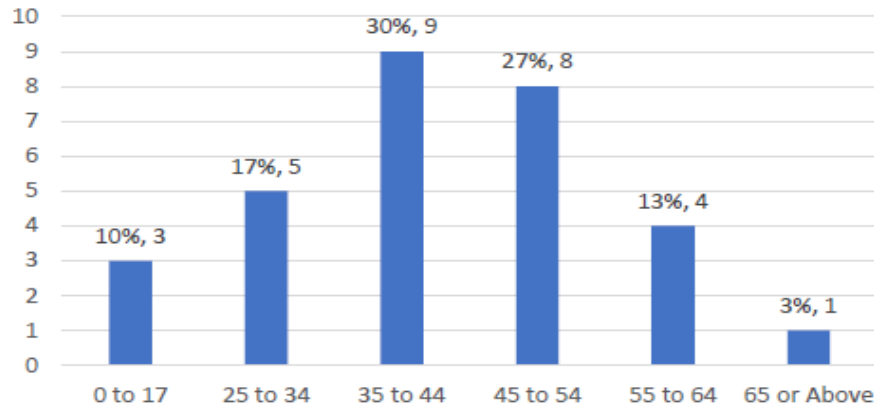
Valley Water Outreach Households Active on Community Queues or Programs (as of 12/8/2023)



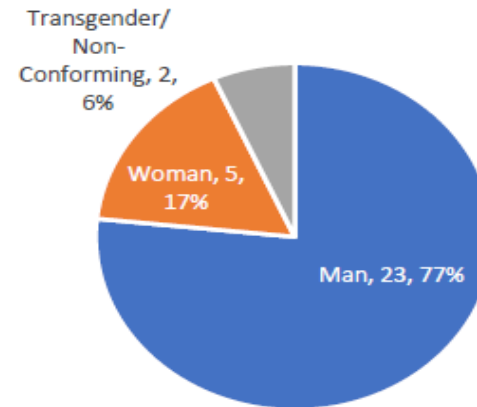
## Valley Water Outreach Report– FY24 Q1 (Cont'd)

- The following are and demographics for 27 households (30 individuals) currently enrolled in Hotline Outreach (Valley Water OSH).

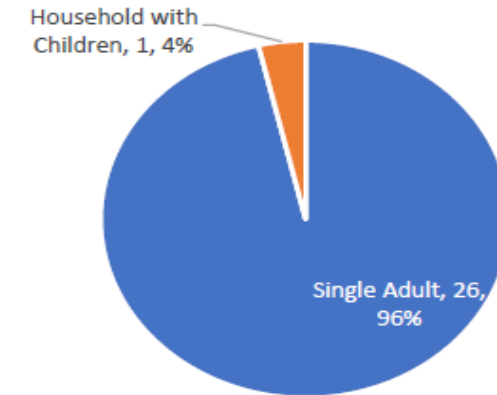
By Age



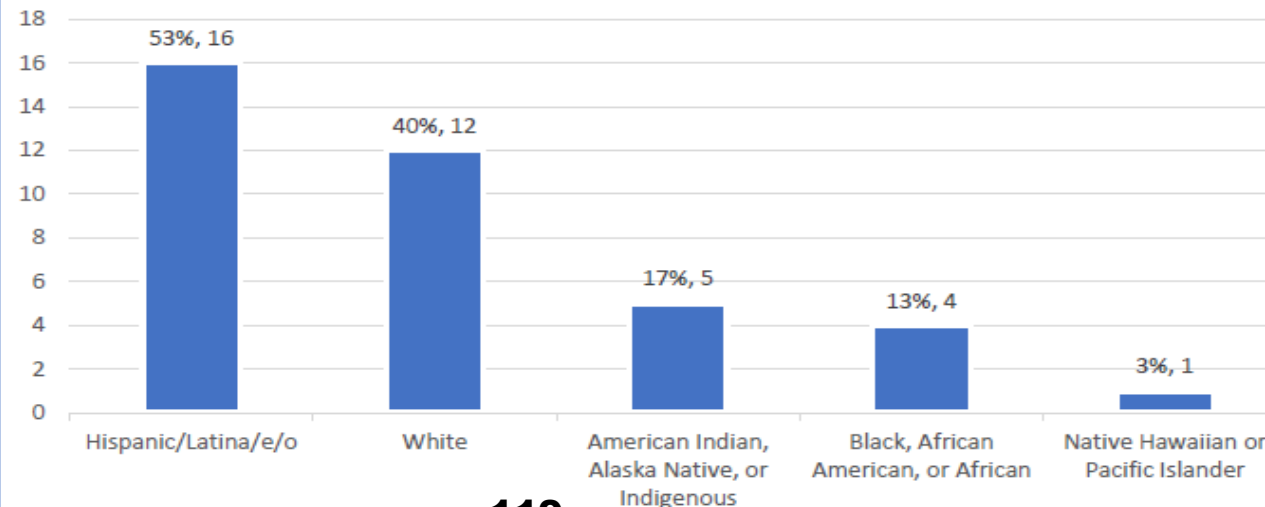
By Gender



By Household Type



By Race and Ethnicity (Multiple Responses Allowed)



# Stream Stewardship Law Enforcement (SSLE)

- **October 6 Statistics:** 6 arrests; 10 citations; 19 warrants associated to the individuals arrested/cited.
- **October 20 Statistics:** 9 arrests; 4 citations; 9 warrants associated to the individuals arrested/cited.
- **November 3 Statistics:** 1 arrests; 3 citations; 2 warrants associated to the individuals arrested/cited.
- **December 1 Statistics:** 6 arrests; 5 citations; 5 warrants associated to the individuals arrested/cited.



# Stream Stewardship Law Enforcement (SSLE)

- **December 15 Statistics:** 9 arrests; 5 citations; 10 warrants associated to the individuals arrested/cited.
- **January 5 Statistics:** 1 arrests; 6 citations; 2 warrants associated to the individuals arrested/cited.
- **January 26 Statistics:** 4 arrests; 5 citations; 4 warrants associated to the individuals arrested/cited.

# Inter-Agency Benchmarking: Encampment Management

Agency	Efforts to Address Encampments	Does Agency Conduct or Provide Funding for Encampment Cleanups, Outreach, or Housing Activities?
Metropolitan Water District of Southern California	<ul style="list-style-type: none"> <li>• Encampments are not allowed to establish.</li> <li>• Implemented “red curb” so RV or vehicles cannot park.</li> <li>• Installed boulders, lighting, &amp; non-toxic plants as deterrents.</li> </ul>	<ul style="list-style-type: none"> <li>• Does not provide funding for outreach services or housing.</li> </ul>
Orange County Water District	<ul style="list-style-type: none"> <li>• Encampments are not allowed to establish.</li> <li>• Use police to patrol their waterways.</li> <li>• No tolerance for trespassing; citations issued.</li> </ul>	<ul style="list-style-type: none"> <li>• Police handle all enforcement and postings for removal efforts.</li> <li>• Contracted encampment cleanup activities.</li> <li>• Provides referrals for outreach &amp; housing, no funding.</li> </ul>
Sonoma Water	<ul style="list-style-type: none"> <li>• Encampments are not allowed to establish.</li> <li>• Use private security to patrol waterways.</li> </ul>	<ul style="list-style-type: none"> <li>• Previously provided funding for outreach with limited results.</li> <li>• Does not fund housing.</li> </ul>
Zone 7 Water Agency	<ul style="list-style-type: none"> <li>• Encampments are not allowed to establish.</li> <li>• Regular inspections to prevent encampment establishment.</li> <li>• Agreement with Dublin Police to patrol waterways.</li> <li>• Does not allow trespassing along waterways.</li> <li>• Vegetation management &amp; durable fencing as deterrents.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides outreach and resource information, no funding.</li> <li>• Does not fund housing.</li> </ul>

# QUESTIONS



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# Santa Clara Valley Water District

File No.: 24-0214

Agenda Date: 2/20/2024

Item No.: 4.3.

## COMMITTEE AGENDA MEMORANDUM Environmental Creek Cleanup Committee

Government Code § 84308 Applies: Yes ☐ No ☒  
(If "YES" Complete Attachment A - Gov. Code § 84308)

### SUBJECT:

Receive Information Regarding Assembly Bill 1469 Implementation.

### RECOMMENDATION:

Receive information regarding Valley Water's new authority granted by Assembly Bill 1469 and make a recommendation to the Board to direct the level of funding Valley Water will provide to support projects assisting unsheltered people, and the scope and type of projects to pursue.

### SUMMARY:

#### Background

Assembly Bill 1469 (AB 1469) Valley Water Assisting Unsheltered People, authored by Assemblymember Ash Kalra (D - San José) and signed by Governor Newsom, took effect on January 1, 2024. The Valley Water-sponsored bill amends the Santa Clara Valley Water District Act (District Act) to authorize Valley Water to assist unsheltered individuals living along streams, in riparian corridors, or otherwise in Valley Water's jurisdiction, in consultation with a city or the County of Santa Clara, to provide solutions or improve outcomes for unsheltered individuals.

By amending the statutory purposes of Valley Water, AB 1469 provides flexibility to use revenue from an existing 1% ad valorem property tax to fund the authorizations in the new law. Specifically, AB 1469 authorizes Valley Water to contract with a city, the County of Santa Clara, or the state to provide outreach, counseling, interim or long-term housing, public safety, or other services for unsheltered people. It authorizes contracting with nongovernmental entities for outreach, counseling interim or long-term housing, or other services, albeit in coordination with a city, if applicable, the Continuum of Care, and the County of Santa Clara. Finally, the new law authorizes Valley Water to provide, develop, sell, or lease land for the construction of low-barrier navigation centers, supportive housing, transitional housing, affordable housing, or other facilities to assist unsheltered people.

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Current Level of Service for Outreach and Housing Efforts

Valley Water's overall encampment cleanup budget has increased from \$922,107 in Fiscal Year (FY) 2020-21 to \$1,923,736 in FY 2021-22, \$2,406,885 in FY 2022-23, and \$4,129,755 for the current FY 2023-24. This funding mostly supports large scale trash cleanups throughout jurisdictional areas countywide to prevent encampment-generated trash and debris from polluting the waterways. It also supports Valley Water's Portable Toilet Facilities Program and its Clean Camps, Clean Creeks Program to incentivize encampment residents to maintain tidy camps.

Currently, Valley Water facilitates the provision of outreach services to unsheltered individuals who reside on Valley Water property within the City of San José through a Memorandum of Agreement (MOA) with the City. Under the MOA, the City coordinates and deploys outreach services on Valley Water property. For unsheltered individuals who reside on Valley Water property outside the City of San José, outreach is provided per Valley Water's Outreach Services Agreement with the County of Santa Clara. Under this agreement, Valley Water provides up to \$200,000 annually for the County to provide the necessary outreach services.

Existing housing efforts include Valley Water's proposed Emergency Interim Housing (EIH) site along a portion of the Guadalupe River adjacent to Cherry Avenue. Valley Water is negotiating with the City of San José for the City to construct, maintain, and manage nearly 100 EIH units on Valley Water land at this location. Valley Water also recently contracted with a land use consultant to assess other opportunities to create housing on Valley Water properties. Under this consulting agreement, Valley Water will pay up to \$50,000 to the consultant for identifying opportunities to develop two interim housing sites and one permanent housing site by the end of FY 2023-24.

New Efforts Pursuant to AB 1469

Staff requests the Committee's input regarding a proposed level of service for projects to pursue under AB 1469's authorization. The following are potential service levels with estimated costs for the Committee's consideration:

- 1) **Current Level of Service:** Continue to collaborate with the cities and County to develop interim housing on Valley Water land. Enter into use agreements or negotiated partnerships to allow the temporary use of district property for city- or county-led housing development.

**Estimated Cost:** Variable--at a minimum, this has required the use of existing staffing resources; depending on proposals this may also require funding support for development or ongoing operations. Valley Water will provide up to \$50,000 in FY 2023-24 under its land use consulting agreement to identify potential housing opportunities.

- 2) **Use of Valley Water Land:** Collaborate with nongovernmental entities to develop interim housing on Valley Water land. Enter into use agreements or negotiated partnerships to allow the temporary use of Valley Water property for developments led by nongovernmental entities and in collaboration with the Continuum of Care, and a city if applicable, as required by AB 1469. This would also require Board direction and legal analysis regarding how Valley Water should evaluate developer proposals. Ideally, an entity such as a nonprofit housing developer,

contracted by a city or the County using state or federal housing funds, would develop interim housing on land provided by Valley Water in exchange for housing to be offered to unsheltered people on Valley Water properties.

**Estimated Cost:** Variable--at a minimum, this would require the use of existing staffing resources; depending on proposals this may also require funding support for development or ongoing operations.

- 3) Enhanced Outreach: Create an outreach program to directly fund the provision of outreach services to unsheltered individuals residing on Valley Water land. By directly funding outreach services, rather than doing so through the cities or County, Valley Water would gain greater control over where outreach is deployed and could expect to receive higher quality information regarding demographics, client needs, outcomes achieved, and issues that implicate public safety. Pursuant to AB 1469, these services must be provided in coordination with the Continuum of Care, and a city as applicable.

**Estimated Cost:** One fulltime Supervising Program Administrator to oversee an outreach program (\$430,000 annually, fully burdened); an outreach services provider agreement (\$2M annually, with a potential \$200,000 offset if the coverage provided results in redundancies with the existing Outreach Services Agreement with the County of Santa Clara).

- 4) Housing Development: Pursue Valley Water-led housing development or provide funding for the construction of facilities to assist unsheltered people. For such projects, costs will vary depending on number and type of units constructed, level of amenities offered, and philanthropic or governmental contributions, if any.

**Example Projects and Estimated Cost:**

- a. Safe Sleeping Sites: Attachment 1, Line 1, provides an example of a tent community development. The costs were approximately \$9,000 per tent to develop and \$18,666 per tent in annual operations.

*Approximate 4-year cost for one 50-tent site: \$4,133,200 - \$7,800,000*

- b. Temporary/Transitional/EIH: Attachment 1, Lines 2-5, provide examples of temporary housing communities featuring structures with varying designs and features. The costs ranged from \$20,294-\$96,875 per unit to develop and \$29,166-\$34,000 per unit in annual operations.

*Approximate 4-year cost for one 50-unit site: \$6,847,900 - \$15,208,200*

- c. Permanent Housing: Attachment 2 is an example of an 88-unit affordable housing development with 20 units set aside for Permanent Supportive Housing (PSH) and 9 units set aside for Rapid Rehousing (RRH). Unlike temporary or EIH housing, Permanent Housing requires a jurisdiction to find capital dollars for construction, but not ongoing operating costs.

*Approximate cost:* For a project like the one in Attachment 2, Valley Water's capital contribution might look similar to the City of San José's contribution in the example--an amount close to \$9.5M. Another avenue for Valley Water to participate in the development of a permanent affordable housing project is to provide gap funding in some significant amount (e.g., \$6-8M) for a project that has most, but not all, of its capital funding established. By providing dollars to close the funding gap, Valley Water may be able to negotiate priority use for a certain number of PSH/RRH units in the development. Providing gap funding would be a way for a relatively small Valley Water investment to have an outsized impact for a project that could be implemented quickly if a developer is ready to start building but simply waiting to round out the funding. It is possible the gap funding could be fulfilled by providing the land for the housing development.

### Funding Considerations for New Projects

The examples above show approximate funding needs for the types of projects or other activities Valley Water might pursue under AB 1469.

However, AB 1469 did not provide Valley Water with any new sources of funding for the new activities it authorizes. The bill does allow Valley Water to fund these activities with revenue from an existing 1% ad valorem property tax, which primarily makes up Valley Water's Watershed and Stream Stewardship Fund (WSS Fund). Currently, the WSS Fund is oversubscribed due to its existing roster of flood protection projects, water resources stewardship projects, and current encampment management efforts. Several WSS Fund projects have been placed on hold to identify additional funding sources. Any increased level of service associated with new AB 1469-authorized projects will require a corresponding reduction in the funding of existing projects supported by the WSS Fund, or the cancellation of certain projects altogether.

For instance, using the examples above, for Valley Water to fund the development of one 50-tent safe sleeping site, one 50-unit EIH site, and one permanent housing site, it could cost approximately \$20M or more in the first year and \$10M per year for ongoing operations, or around \$50M over four years. Considering comparable WSS Fund: Category 3 (lower urgency) projects in Valley Water's FY 2025-29 Five-Year Capital Improvement Program, this hypothetical level of service is comparable to Berryessa Creek Phase 3 Construction (total project cost \$49.8M), or a combination of the Palo Alto Tide Gate Replacement Project (total project cost \$11.5M) and Ogier Ponds Construction (total project cost \$28M).

There is also the potential to secure state or federal grant funding to support AB 1469 projects; however, there are significant eligibility obstacles without city, county, or nonprofit partners. To enable staff to apply for grants in partnership with appropriate partners first will require the Board to determine the scope and types of projects to pursue plus an overall budget to support these projects funded by the WSS Fund, as well as the corresponding cuts, reductions, or delays to existing projects funded by the WSS Fund.

### Committee Input for Recommendation to the Board



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In consideration of the preceding information, staff requests the Committee's input on the following:

- 1) Provide a recommendation for an overall level of funding to devote to AB 1469-authorized activities to assist unsheltered people.
- 2) Receive the staff recommendation to proceed at the current level of service; or recommend an enhanced level of service to include Use of Valley Water Land, Enhanced Outreach, and/or Housing Development.

**ENVIRONMENTAL JUSTICE AND EQUITY IMPACT:**

There are no Environmental Justice impacts associated with this update. However, the potential projects implemented under AB 1469 will impact the vulnerable unsheltered community as Valley Water seeks to provide shelter and services to improve outcomes.

**ATTACHMENTS:**

Attachment 1: Table

Attachment 2: Project Summary

Attachment 3: PowerPoint

**UNCLASSIFIED MANAGER:**

Mark Bilski, 408-630-2830

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### Emergency Interim Housing Example Projects

	Project	Development Cost	Operations Costs	Time to Develop	Basic Scope of Development/Site Factors	Other Information
1	<p><b>San Diego Safe Sleeping Sites (City of San Diego)</b></p> <p>B Lot—150 tent community for up to 180 people on City-owned land. O Lot-- 400 tent community for up to 800 people on City-owned land.</p> <p>City used ice fishing tents that regulate internal temperatures placed on 4” wooden slabs.</p> <p>Site includes restrooms, hand washing stations, drinking water, showers, laundry facilities, storage trailers, and 24-hour security.</p> <p>Tents come with a sleeping bed and cot, with a floor and windows.</p>	Approximately <b>\$8,000 to 10,000 per tent</b>	\$18,666 per tent (or \$15,000 per person)	Approved by the City Council in May 2023. First site opened in June. The O lot site opened in October.	<p>City owned land. To prepare for the tents, the City expanded and stabilized an access road for travel to and from the lot to allow for delivery and emergency vehicle access.</p> <p>Dirt lot. Not paved. May need to add decomposed granite if site gets too muddy.</p>	<p>Expected to be available for 18-24 months.</p> <p>The City’s Safe Sleeping Program is coupled with a new Unsafe Camping Program that was recently approved by the City Council and bans encampments on public property when shelter options are provided. The Safe Sleeping tent communities provide the shelter option.</p> <p>When encampments are cleared, residents are allowed to move together to the Safe Sleeping Site so they can stay with their chosen community.</p>
2	<p><b>Casitas de Esperanza (County of Santa Clara)</b></p> <p>Located in San Jose, project has 25 family units that have the capacity to house 100 people. Cabins were manufactured by Pallet and are 100 square feet.</p> <p>Site includes 400 square-foot community room, two staff offices, bathroom trailers, and internet access. Project WeHope provides a shower trailer and brings in a laundry trailer four times a week.</p> <p>Units include four bunk beds that fold down and double as a table, shelving/storage, HVAC, and electricity to charge small appliances.</p>	\$1.4 million (or about <b>\$56,000 per cabin/\$14,000 per person</b> at full occupancy)	\$1.6 million annually (or \$32,000 per unit/\$8,000 per person at full occupancy)	Assembled in seven days.	On County parking lot adjacent to the County headquarters building. Already paved and adjacent to utilities.	<p>Expected to be available for two years.</p> <p>Families are expected to stay no more than 120 days.</p>

	Project	Development Cost	Operations Costs	Time to Develop	Basic Scope of Development/Site Factors	Other Information
3	<p><b>Bridge Housing Communities (City of San Jose)</b></p> <p>Two 40-cabin communities constructed by Habitat for Humanity—Mabury and Felipe.</p> <p>Each site has 40 custom built cabins for 40 people. 80 square feet.</p> <p>Sites include communal bathrooms and shower facilities, laundry, a common kitchen, a security building, community space, paved parking for 16 vehicles, a, dog run, and a community garden.</p> <p>Units have insulation, solid interior walls and ceilings, windows, resilient flooring, interior shelving and storage. They are equipped with a bed/mattress, light fixture, smoke detector, electric outlet, heater.</p>	\$2.775 million per project (or <b>\$69,375 per cabin</b> )	\$1.3 million annually (or \$32,000 per cabin)	Total development time frame for Mabury from design to move in was 11 months— 4 months for design and 7 months for construction.	<p>The Mabury site was undeveloped and required extensive improvements including removal of trees, grading, gravel, and concrete installation, working with PG&amp;E to bring electrical power to the site, the cabins, and community buildings. Water and sewer were installed for the community facilities.</p> <p>Other improvements included fencing, paving for parking, landscaping, and ADA walkways.</p>	<p>Mabury is a VTA construction staging site.</p> <p>Felipe site was on CalTrans. Started negotiating with CalTrans in December 2018. Executing a lease took about a year.</p>
4	<p><b>1016 Santa Barbara (City of Santa Barbara)</b></p> <p>35 cabins manufactured by Boss Cubz. Cabins are 64 square feet. Facilitated by Dignity Moves.</p> <p>Site includes communal bathrooms and shower facilities, case management offices, dining and community spaces, computer lab, pet area, community gardens, 24-7 security, storage.</p> <p>Units include a bed, desk and chair, HVAC, electric outlet, window, locking door. Every unit is ADA accessible.</p>	Total Development Cost was \$1,850,672 million (or <b>\$52,876 per cabin</b> ). Of that amount, \$976,410 in donations was received and \$184,262 in donations/County funding was received, so the cost to the City was \$690,000 (or <b>\$20,294 a cabin</b> ).	\$1.2 million annually (or about \$34K per cabin).	4-month timeframe from site preparation to completion.	Built on County-owned land. Previously a public parking lot. Already paved and utilities were right there which reduced the development costs.	<p>Prioritized people living and sleeping in the immediate area.</p> <p>The site is intended for an affordable development, so the tiny home village will be there for a limited time. Three-year ground lease through June 2025. At the end of the lease, it is expected that the units will be transported and repurposed at another location.</p>



	Project	Development Cost	Operations Costs	Time to Develop	Basic Scope of Development/Site Factors	Other Information
5	<p><b>Guadalupe Emergency Interim Site (City of San Jose)</b></p> <p>Prefabricated modular/factory-built structures that can house up to 96 residents. Structures manufactured by Guerdon (donated by SandHill)</p> <p>The site includes a full kitchen, recreation/community space, outdoor common areas, a dedicated dog run, staffing offices, security office, security fencing, and laundry facilities.</p> <p>Units have ensuite bathrooms including a shower, HVAC, and beds.</p>	<p>Total Development Cost was \$18 million (<b>or \$187,500 per person</b>). Of that amount, \$8.7 million in donations were received, so cost to the City was \$9.3 million (<b>or \$96,875 per person</b>)</p>	<p>\$2.8 million annually (or \$29,166 per unit)</p>	<p>18-month timeframe</p> <p>Groundbreaking in 2/2022. Construction at 70% completion in 10/2022.</p>	<p>Site comprised of two acres of a larger parking lot used for police department cars. Site includes parking for residents and 10-15 spaces for staff.</p> <p>Site was partially paved, but City added significant new paving. Phase 2 activities included mobilization, site preparation, demolition, grading and draining, paving, fencing, electrical, planting and irrigation.</p>	<p>Up to 10 years.</p>

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## HOUSING DEVELOPMENT PROJECT REVIEW

**Application Review:** Bascom Apartments  
**Borrower:** Bascom Affordable Housing, L.P.  
**Address:** 3090 S. Bascom Avenue, San Jose CA 95124  
**Census Tract:** 5027.01 **San Jose Council District:** 9 **Supervisory District:** 4  
**Developer/Sponsor:** Affirmed Housing Group, Inc.  
**Residential sq. ft.:** 45,775 **Commercial/Office sq. ft.:** 5,909  
**Construction Type:** Type I-A concrete with five levels of Type III-A wood frame structure above

Bascom Apartments



3090 S. Bascom Avenue, San José

### Project Summary:

Bascom Apartments is an affordable housing development consisting of 90 units on a 0.64-acre site and is being developed by Affirmed Housing Group, Inc. The project is located at 3090 S. Bascom Avenue in San Jose. The proposed development will consist of 88 affordable apartments, comprised of 53 studios, 17 one-bedrooms, 14 two-bedrooms and 4 three-bedrooms (plus two manager units). Twenty (20) of the units will be set aside as permanent supportive housing (PSH) for homeless and chronically homeless individuals and nine (9) units will be set aside for Rapid Rehousing (RRH). The remaining 59 units will accommodate individuals and families earning from 30% to 80% of the area median income (AMI). The apartments will be constructed in one 6-story building and the ground floor will showcase a large storefront commercial space. There will also be a second-floor courtyard, a community room, and kitchen.

**Existing Conditions:** The site is currently developed with a two-story retail building occupied by Guitar Showcase Showroom.

**Land Use:** The proposed site is located at 3090 S. Bascom Avenue in San José. The site is 0.64 acres and is zoned CP-Commercial Pedestrian District, which allows mixed residential/commercial development. The proposed mixed-use project is consistent with the current zoning for the site. The site is currently being considered for eligibility under AB 2162 – Supportive Housing Streamlining Act, and it is anticipated that the approval process will be completed by August 2020.

**Green Building:** The Bascom Apartments will have LEED Gold standards or equivalent and will feature photovoltaic and hot water systems designed to offset a significant portion of the building's electrical and water heating requirements. Mounted over a cool roof designed to the most progressive cool roof standards, these

arrays will utilize the entire roof area above the 6<sup>th</sup> floor units not otherwise required for other mechanical systems.

**Environmental Review:** The proposed project has not obtained final entitlements including but not limited to California Environmental Quality Act (CEQA) clearance. Under AB 2162, the ministerial approval would not constitute a “project” for purposes of CEQA. The County’s commitment to fund will be contingent upon the project obtaining the necessary entitlements and CEQA clearance.

**Project-Based Vouchers (PBV’s):** Affirmed Housing is requesting a reservation of 20 Section 8 Project-Based Vouchers (PBVs) from the Santa Clara County Housing Authority.

**Services:** Affirmed Housing Group has selected People Assisting the Homeless (PATH) as the on-site services provider to deliver supportive services for the 20 restricted PSH units and 9 RRH units. The County will be responsible for coordinating services with PATH for the PSH residents at a cost of \$220,000 per year and RRH residents at cost of \$67,500 per year.

**Project Schedule and Financing:**

<b>Milestone</b>	<b>Date of Completion</b>
1. Site Control	Sept 2019
2. Community Engagement (continuous and ongoing)	Nov 2019
3. Director’s Hearing Land Use Approval	Aug 2020
4. Submit Fed 4% + State Tax Credit Application(s)	Nov 2020
5. Receive reservation of tax credit award	April 2021
6. Construction finance closing	April 2021
7. Begin Construction	May 2021
8. Start of Lease-Up Activities	Oct 2022
<b>9. Complete Construction</b>	<b>Feb 2023</b>
10. 100% Occupancy	Jun 2023
11. Permanent Loan Conversion	Dec 2023

**Permanent Source of Funds**

Conventional Permanent Loan	\$8,182,456
County of Santa Clara	\$15,800,000
City of San Jose Capital Loan	\$9,680,000
Deferred Developer Fee	\$500,000
Tax Credit Equity	\$29,891,858
<b>Total Permanent Source of Funds</b>	<b>\$64,054,314</b>

**Use of Funds**

Acquisition	\$6,252,250
New Construction	\$46,311,250
Architecture & Engineering	\$1,615,000
Financing Fees	\$2,816,269
Legal Fees	\$175,000
Soft and Other Costs	\$3,578,545
Capitalized Operating Reserve	\$306,000
Developer Fee	\$3,000,000
<b>Total Use of Funds</b>	<b>\$64,054,314</b>



## 1. Executive Summary

<b>Construction Type:</b>	<input checked="" type="checkbox"/> New construction <input type="checkbox"/> Rehab <input type="checkbox"/> Both		
<b>Residential Sq. Ft.:</b>	45,775	<b>Commercial Sq. Ft.:</b>	5,909
<b>Project Type:</b>	<input type="checkbox"/> Type 1 <input checked="" type="checkbox"/> Type 2 <input type="checkbox"/> Type 3 (I/DD)		

<b>Unit Summary</b>	No. of PSH	20 PSH + 9 RRH	No. of Manager Units	2
	No. of Market Rate	0	No. of Total Units	90
	Elevator	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	No. of Parking Spaces	34
<b>Target Population:</b>	Of total 90 units, 20 to be set aside for PSH county referrals and 9 set aside for RRH county referrals for those experiencing homelessness.			
<b>Unit Mix.:</b>	(53) Studios, (17) 1-bedroom, (15) 2-bedrooms, (5) 3-bedrooms plus (1) 2-bedroom manager unit & (1) 3-bedroom manager unit.			

<b>Site Condition:</b>	The parcel size is 27,878 sf or 0.64 acre. The Site is currently developed with a two-story retail building occupied by Guitar Showcase Showroom. There is a lease in place between Bascom Affordable Housing, LP & tenant, Showcase Music Corp/dba Guitar showcase. The lease shall expire Sept 30, 2020 with no option to extend. The existing commercial space is 11,811 sf. The City is requiring a commercial designation of a minimum of 5,909 sf or 50% of existing commercial space to be replaced.		
<b>Environmental:</b>	<input checked="" type="checkbox"/> CEQA Exempt Pending; Under AB 2162 the project is exempt and not considered a “project” for purposes of CEQA.	<input checked="" type="checkbox"/> NEPA Required	<input checked="" type="checkbox"/> Phase I/II
<b>Funding Requirements:</b>	<input checked="" type="checkbox"/> Davis Bacon	<input checked="" type="checkbox"/> Trigger: [PBV]	
<b>Relocation:</b>	N/A		
<b>Zoning:</b>	The site is zoned CP – Commercial Pedestrian which permits mixed use residential/commercial. In an urban village, mixed-use residential/commercial only if the residential portion of the use is 100% deed restricted and affordable to persons of low, very low, and/or extremely low income as defined in California Government Code Section 65915 et seq. and in conformance with all criteria in the general plan for such use. Conditional use permit required outside of Urban Villages; Special use permit in Urban Villages.		
<b>Entitlements:</b>	The site was acquired in September 2019. The process for environmental clearances and entitlements began in December 2019 and planning approvals are expected to be completed by August 2020 through a Special Use Permit (SUP). The developer is looking to apply for AB 2162 approvals from the City, however the application has not yet been submitted. Pursuant to AB 2162, a supportive housing project is a “use by right” in zones where multifamily and mixed uses are permitted, including nonresidential zones permitting multifamily uses, if the proposed housing development satisfies certain criteria. “Use by right” means that the local government’s review of the residential use may not require a conditional use permit, planned unit development permit, or other discretionary local government review or approval that would constitute a “project” for purposes of CEQA.		

## 2. Request

<b>Loan Type:</b>	<input checked="" type="checkbox"/> Predevelopment	<input checked="" type="checkbox"/> Acquisition	<input checked="" type="checkbox"/> Construction	<input checked="" type="checkbox"/> Permanent
<b>Interest Rate:</b>	3% simple interest with residual receipt payments			
<b>Amount:</b>	15,800,000			
<b>Term (years):</b>	55 years			

### 3. Financing & Underwriting

#### Permanent Sources

Source	Total Amount	Applied for? Yes/No	Committed? Yes/No	Date Expected
Permanent Loan	\$8,182,456	Yes	Yes	May 2021
City of San Jose	\$9,680,000	No	No	Jul 2020
County of Santa Clara	\$15,800,000	Yes	No	Feb 2020
State Tax Credit Equity	\$7,658,502	No	No	Feb 2021
Deferred Developer Fee	\$500,000	No	No	TBD
Federal Tax Credit Equity	22,233,356	No	No	May 2021
<b>Total</b>	<b>\$64,054,314</b>			

### 4. Unit Mix and Affordability Chart

Affordability Chart									
AMI Level									
Bedroom Size	PSH	RRH	ELI	Very Low			Low		
			30%	40%	45%	50%	60%	80%	Total
0 BR / 1 BA	20	0	18	0	0	6	9	0	53
1 BR / 1 BA	0	4	5	0	0	0	3	5	17
2 BR / 1 BA	0	5	5	0	0	0	0	4	14
3 BR / 1.5 BA	0	0	1	0	0	0	1	2	4
<b>Totals</b>	<b>20</b>	<b>9</b>	<b>29</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>13</b>	<b>11</b>	<b>88</b>

Tenant Type	Unit Type	Qty	% AMI	Sq. Ft.	"Tenant Rents + Rental Subsidy (if any) (Net of Utility Allowance)"
Permanent Supportive Housing	0 BR / 1 BA	20	30%	375	\$2,103.00
	0 BR / 1 BA	18	30%	375	\$748.00
	0 BR / 1 BA	6	50%	375	\$1,261.00
	0 BR / 1 BA	9	60%	375	\$1,517.00
	1 BR / 1 BA	5	30%	575	\$793.00
Rapid Rehousing	1 BR / 1 BA	4	30%	575	\$793.00
	1 BR / 1 BA	3	60%	575	\$1,617.00
	1 BR / 1 BA	5	80%	575	\$1,946.00
	2 BR / 1 BA	5	30%	750	\$947.00
Rapid Rehousing	2 BR / 1 BA	5	30%	750	\$947.00
	2 BR / 1 BA	4	80%	750	\$2,331.00
	3 BR / 1.5 BA	1	30%	975	\$1,091.00
	3 BR / 1.5 BA	1	60%	975	\$2,233.00
	3 BR / 1.5 BA	2	80%	975	\$2,994
Unrestricted	2 BR/1 BA Manager's Unit	1	0%	0	\$0.00
Unrestricted	3 BR/2 BA Manager's Unit	1	0%	0	\$0.00

TOTAL 90

WEIGHTED AVERAGE

41%	503	\$1,457
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# AB 1469 Implementation

Environmental Creek Cleanup Committee, February 20, 2024

# Assembly Bill 1469 (Kalra)

## Valley Water Assisting Unsheltered People

- Amends the District Act to authorize Valley Water to assist unsheltered people in consultation with a city or the County, to provide solutions and improve outcomes.
- Allows Valley Water flexibility to use district land and a part of an existing ad valorem property tax for lasting encampment solutions.
- Intent is to work with local cities or the County to construct low barrier navigation centers, supportive housing, transitional housing, affordable housing, or other facilities to assist unsheltered people.



# Assembly Bill 1469 Limitations

- AB 1469 does not allow Valley Water to:
  - Operate as an independent housing authority
  - Qualify for grant funding Valley Water has identified to date
  - Supersede the powers and duties of the County and the cities

# Current Funding and Activities

## Good Neighbor Program: Encampment Cleanup

- Encampment Cleanup project budget:
  - \$4,129,755 in FY 2023-24
  - Represents 172% of the FY 2022-23 budget (\$2,406,885)
- Level of Service
  - Countywide encampment cleanups (two crews)
  - Outreach Services agreement (County of Santa Clara)
  - Stream Stewardship Law Enforcement agreement (SJPD)
  - Portable Toilet Facilities Program
  - Clean Camps, Clean Creeks Program (pending)

# Potential New Levels of Service

## In Consultation with the Santa Clara County Continuum of Care

- 1) **Current Level of Service:** Continue to collaborate with cities and County to develop interim housing or safe sleeping sites on Valley Water land.
- 2) **Use of Valley Water Land:** Contract with nongovernmental entities to develop interim housing or safe sleeping sites on Valley Water land.
- 3) **Enhanced Outreach:** Contract with outreach providers to provide social services to unsheltered people residing on Valley Water land.
- 4) **Housing Development:** Pursue Valley Water-led housing development or provide funding or land for the construction of facilities to assist unsheltered people.

# 1) Current Level of Service

- Continue to collaborate with cities or County to develop interim housing or safe sleeping sites on Valley Water land.
- Negotiate use agreements/partnerships to allow temporary use of district property for city- or county-led housing development.
- Estimated Costs:
  - Existing staffing resources
  - Potential funding support for development/ongoing operations
  - Land use consulting agreement to identify housing opportunities—\$50,000 in FY 2023-24

## 2) Use of Valley Water Land

- **Enhanced Level of Service**
- Collaborate with nongovernmental entities to develop interim housing or safe sleeping sites on Valley Water land.
- Negotiate use agreements/partnerships to allow temporary use of district property for developments led by private entities.
- Requires Board direction and legal analysis regarding how Valley Water should evaluate developer proposals.
- Estimated New Costs:
  - Existing staffing resources
  - Potential funding support—development/ongoing operations



# 3) Enhanced Outreach

- **Enhanced Level of Service**
- Contract with outreach providers to provide social services to unsheltered people residing on Valley Water land.
- Would give Valley Water greater control over where outreach is deployed and information on demographics, needs, outcomes, and public safety issues.
- Estimated New Costs:
  - Supervising Program Administrator to oversee program (\$430,000 annually, fully burdened)
  - Outreach services provider agreement (\$2M annually).

# 4) Housing Development

- **Enhanced Level of Service**
- Pursue Valley Water-led housing development or provide funding or land for the construction of facilities to assist unsheltered people.
- Costs will vary depending on number and type of housing units constructed, level of amenities offered, and philanthropic/governmental contributions, if any.
- Example Projects:
  - Safe Sleeping Sites
  - Temporary/Transitional/Emergency Interim Housing
  - Permanent Housing Developments

# Safe Sleeping Sites

- Example: City of San Diego (pictured)
- Approximate 4-Year Cost:
  - One 50-tent site
  - Includes development and operations costs
  - **\$4,133,200 - \$7,800,000**



# Temporary/Transitional/Interim Housing

- Temporary housing communities featuring structures with varying designs and features.
- Approximate 4-Year Cost:
  - One 50-unit site
  - Includes development and operations costs
  - **\$6,847,900 - \$15,208,200**





# Permanent Housing

- Would require capital dollars for construction, but not ongoing operating costs.
- Some pending developments are looking for gap funding.
- Approximate Cost:
  - \$5M - \$15M





# Funding Considerations

- Current Encampment Cleanup level of service is funded by Safe, Clean Water Fund: **\$4,129,755**.
- Proposed FY 2025-26 Encampment Cleanup budget: **\$5,108,803**.
- No new funding is provided by AB 1469.
  - Potential AB 1469-authorized enhanced level of service would be funded by Watershed & Stream Stewardship (WSS) Fund (revenue from ad valorem property tax).
  - Enhanced level of service would require reductions to existing WSS Fund projects.
- Grant Funding Assistance:
  - Eligibility—most relevant grants are limited to cities, counties, or Continuums of Care.
  - Need to know target project scope, plus amount of match funding contribution.

# 1% Ad Valorem Property Tax Revenue

- **\$138M in 1% property tax revenues budgeted for FY 2023-24.**
- Supports Valley Water's maintenance and construction of flood conveyance and ecological assets to preserve or improve flood protection, water quality, or environmental values, among other categories.
- Key projects include Stream Maintenance Program Management, Watershed (WS) Sediment Removal, WS Debris Removal, WS Erosion Protection, WS Levee Maintenance, Vegetation Management for Access, Tree Maintenance Program, Watersheds Asset Rehabilitation.
- Also funds the "Open Space Credit" used to offset lost agricultural water revenue resulting from the Board's choice to keep Agricultural water rates lower than the cost of service.

# Requested Committee Input

## 1) Funding:

- Provide a recommendation for an overall level of funding to devote to AB 1469-authorized activities to assist unsheltered people.

## 2) Scope and Type of Projects:

- Receive the staff recommendation to proceed at the current level of service.
- OR recommend an enhanced level of service to include Use of Valley Water Land, Enhanced Outreach, and/or Housing Development.

# QUESTIONS

