



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Mayor Matt Mahan  
Councilmember Sergio Jimenez  
Councilmember David Cohen  
Councilmember Pam Foley

**SUBJECT:** SEE BELOW

**DATE:** June 14, 2024

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Approved

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**SUBJECT: ACTIONS RELATED TO GRANT AGREEMENTS FOR MULTIPLE PROGRAMS SERVING HOUSEHOLDS EXPERIENCING HOMELESSNESS FOR FISCAL YEAR 2023-2024**

## RECOMMENDATIONS

Accept staff recommendations with the following additional direction related to recommendations (b)(8) through (b)(11):

- 1) Direct the City Manager to:
  - a) Develop policy and procedures for new emergency interim housing (EIH) agreements regarding property management and performance management of the supportive services partners that set clear, contractual outcomes and appropriate performance metrics.
  - b) Consider the following potential metrics in the development of the policy and procedures for inclusion in future agreements:
    - i) Total number of people housed in the EIH units
    - ii) Total number of people on waitlist
    - iii) Total number of exits
    - iv) Total number of unit abandonments
    - v) Total number of successful exits, which includes other interim and permanent housing options, further broken down by:
      - (1) Exits to subsidized housing
      - (2) Exits to unsubsidized housing
      - (3) Reunifications with family or loved ones
      - (4) Exits to long-term care
      - (5) Unknown or other exit destinations
    - vi) Unit utilization rates and subsequently bed rates

- vii) Average cost per unit turn
- viii) Total annual cost of unit turns
- ix) Annual Physical Needs Assessment to project future capital expenditures
- x) Average number of days for unit turnover, from vacated to occupied
- xi) Average length of stay by exit type
- xii) Number of residents engaging in case management services as defined by policy and procedures
- xiii) Any other metrics that will help the Council understand the performance and effectiveness of EIHs

## **BACKGROUND**

San José's EIH program provides robust supportive services and activities to help unhoused residents get on a path toward stable housing and self-sufficiency. These supportive services often include housing navigation, case management, job search and job placement, support with enrollment for other public benefits, and more. We firmly believe that such supportive services – and the staff that provide them – are key to residents' success.

Nonetheless, the city is providing millions of dollars each year to organizations overseeing property management and operations of our interim housing sites. If today's recommendations are approved, the Council will appropriate \$10.7 million for 6-months of operations across six EIH sites (499 beds). The public deserves transparent reporting on the use and impact of these taxpayer dollars. However, the City currently lacks a mechanism to receive regular, consistent performance metrics and outcomes, regarding both property management and the impacts of supportive services. We believe the outcomes and performance metrics listed above are the minimum level of data that the City and our partners should track and report. The data will help establish cost per outcome and other cost-effectiveness metrics. In addition, tracking these metrics can help the Council understand what parts of the EIH program work well, identify potential areas for improvement, and iterate based on other learnings.

Finally, we recognize the passion and professional skills of our service providers. Their commitment to meeting people where they are is the human element that makes our EIH program successful. We hope that consistently reporting this impact can help improve transparency and public trust in our joint efforts to respond to the homelessness crisis.

*The signers of this memorandum have not had, and will not have, any private conversation with any other member of the City Council, or that member's staff, concerning any action discussed in the memorandum, and that each signer's staff members have not had, and have been instructed not to have, any such conversation with any other member of the City Council or that member's staff.*