

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Appendix A provides a comprehensive two-year implementation workplan to guide planning and monitor progress of the City's homelessness response efforts. In total, there are 34 separate work items that make up the two-year workplan. For each work item, the workplan identifies the relevant Strategy Area, status of work efforts (if any), lead department(s), and resource needs (if any).

The tables below categorize the work items according to anticipated implementation timelines and resource availability:

- **Ongoing**
Work items that are currently being implemented with existing resources.
- **Planned**
Work items that staff can reasonably initiate within the next two years, based on projected funding and staffing capacity.
- **Pending / Resource-Contingent**
Potential work items that require additional funding and staffing capacity to implement.

Ongoing Work Items (17 Items)

Strategy Area	Work Items	Status	Department	Resource Needs
Strategy Area 1: Prevent homelessness for City residents who are at-risk Objectives: <ul style="list-style-type: none"> • Reduce the inflow into homelessness among City residents at imminent risk of losing their housing. • Reduce displacement and help tenants relocate when needed. • Increase the availability and accessibility of services within the City for City residents 	1.1 By December 2025, partner with the Charities Housing, CORE, Santa Clara County's (County) Office of Supportive Housing, Destination Home, the Housing Authority and others to reduce rent burden for seniors living in the Belovida apartment complex and carry out a minor rehabilitation of the building.	Work efforts are underway and in the implementation phase.	Community Development – Housing & Community Services Division	Completing with existing staff and resources.
	1.2 By 2027, explore increasing the City's investment in the Countywide Homelessness Prevention System to increase access to rental assistance, deposit assistance, car repair, housing problem solving, and other prevention related services for City residents.	The City has an existing agreement with the County for this partnership through 2027. Staff is monitoring use of these services and will request additional funding if needed for future years.	Community Development – Housing & Community Services Division	Future funding needs will be determined and requested by 2027.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
	1.3 By 2026, expand the City's investment in Tenant Based Rental Assistance (TBRA) to serve 10-20 additional households per year.	In 2023, City Council approved the HOME Investment Partnerships American Rescue Plan Program (HOME ARP) Plan which allocated approximately \$1M to a TBRA service that will cover approximately 10-20 additional households per year through mid-2027. As of May 2025, staff is preparing program policies and procedures.	Community Development – Housing & Community Services Division	Completing with existing staff and resources
	1.4 By 2026, explore implementation of policies to prevent displacement and/or facilitate a soft landing when relocation is unavoidable (e.g., code enforcement impacts, no net loss, extended tenant notice, relocation benefits, and rental deposit cap).	Work efforts are underway, both internally and in collaboration with Cities Association Community Planning Collaborative working group.	Community Development – Planning Division	Completing with existing staff and resources; however, additional staffing resources may be required in the future to complete this effort.
Strategy Area 2: Increase availability of short-term shelter, permanent supportive housing, and Extremely Low Income (ELI) housing Objectives: <ul style="list-style-type: none"> Create new shelter and housing that is affordable and accessible to people experiencing or at risk of homelessness. 	2.1 By 2031, add 136 new emergency shelter, interim housing, rapid rehousing, or shared supportive housing beds/units to provide shelter options for unhoused residents in Santa Clara who are waiting for placement in permanent affordable housing. The planning process should include people with lived experience and beds and interim housing should be set aside for	City Council has an existing Council Priority to “Provide Interim Supportive Housing and Outreach Services for the Unhoused” and the City’s Housing Element includes a goal to increase access to interim housing, rapid rehousing, or emergency shelter beds by 30% from 453 to 589, reflecting a change of 136 beds/units.	Community Development – Housing & Community Services Division	The two potential housing projects that are in the pipeline are pending State funding. The temporary hotel program will be funded for two years by a state grant secured by State Senator

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Appendix A – Two-year Workplan
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<ul style="list-style-type: none"> Use all the tools available to the City to increase housing affordability, especially at ELI levels. Reduce opposition to new development at all stages – from initial planning through operation. 	unhoused residents currently living in the City of Santa Clara.	<p>In October 2024, City Council reconfirmed a funding commitment for a Homekey application for a transitional housing project located at Lawrence Expressway and Benton Street submitted by project sponsors (County and LiveMoves). Many of the units would be covered by the pending Lawrence/ Benton project which includes 30 units (~90 beds). There is also a pending Rapid Rehousing project at Civic Center Drive which is entitled to include 108 units. Both projects are currently pending funding through the State.</p> <p>As part of the July 15, 2025 agenda, staff is recommending Council approval of an agreement with WeHope to provide additional services to the City's unhoused residents over a two-year period, including operation of a temporary hotel program with five rooms that will be used for emergency shelter.</p>		Aisha Wahab for the City to implement a street and encampment outreach team, launch a pop-up overnight care pilot program during inclement weather, and explore partnerships with other agencies, businesses, non-profits, and faith-based organizations to leverage resources to create a more comprehensive homelessness response.
	2.2 Select a site, procure an operator, and implement a pilot	As part of the July 15, 2025 agenda, staff is	<ul style="list-style-type: none"> Community Development 	This program will be managed by

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
	emergency overnight shelter program to be activated during inclement weather events.	recommending Council approval of an agreement with WeHope to provide additional services to the City's unhoused residents over a two-year period, including operation of an inclement weather hotel program that will include up to ten rooms to be used for emergency shelter at a local hotel during inclement weather events.	<ul style="list-style-type: none"> – Housing & Community Services Division (Lead Department) • Office of Emergency Management 	the new Housing & Community Services Management Analyst and will be funded for two years by the state grant secured by State Senator Aisha Wahab.
	2.3 Develop an inventory of potential sites for safe parking and report back to Council on the estimated cost and funding gap to set up and operate this program for at least two years.	There is an existing City Council Priority for "Off Street Parking for RVs/People Living in Cars". To date, staff has visited safe parking programs in Palo Alto and Mountain View, researched best practices for operations and minimum site requirements, developed a cost estimate (approximately \$1,600,000) for setting up and operating a safe parking site for 30-40 oversized vehicles over a period of 2-3 years, submitted funding requests to the City's state representatives, and surveyed 155 City-owned sites to determine their feasibility for this use. Of the surveyed sites, one site met general criteria of being a	<ul style="list-style-type: none"> • Community Development – Housing & Community Services Division (Lead Department) • City Manager's Office 	Pending a viable site, approximately \$1,600,000 is required to set up and operate this program for 2-3 years. The proposed street outreach and case management team can serve clients at a safe parking site.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
		leveled site greater than one acre, with potable water access, for 30-40 oversized vehicles; however, there are a number of items that still need to be worked through, including ingress/egress and funding. At the July 8, 2025 Study Session, staff will ask for Council feedback prior to conducting outreach to the community.		
	2.4 Continue to engage with Destination: Home's Housing Ready Communities Program, SV @ HOME and other agencies to increase awareness of the causes and impacts of homelessness and best practice solutions to foster understanding of and support for affordable housing development.	Staff attends training with Destination Home and engages with other agencies on these topics.	Community Development – Housing & Community Services Division	This effort is being completed by existing staff.
Strategy Area 3: Conduct proactive street outreach to engage people who are unsheltered and connect them to resources Objectives: <ul style="list-style-type: none"> Ensure that people experiencing homelessness in the City are assessed as part of the community's 	3.1 Secure a service provider to provide street outreach and case management to help Santa Clara residents obtain and/or retain shelter or housing through various activities including conducting assessments, providing services to ensure clients are housing/document ready; assisting clients with developing housing plans, accessing services and connections to mental health services, substance abuse treatment, or emergency care, and applying for benefits; and	City Council has an existing Council Priority to "Provide Interim Supportive Housing and Outreach Services for the Unhoused". As part of the July 15, 2025 agenda, staff is recommending Council approval of an agreement with WeHope to provide additional services to the City's unhoused residents over a two-year period, including a street outreach and case	Community Development – Housing & Community Services Division	This new program will be managed by the new Housing & Community Services Management Analyst and will be funded for two years by the state grant secured by State Senator Wahab.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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<p>Coordinated Entry System¹ and connected to other services to meet their health and basic needs wherever possible.</p> <ul style="list-style-type: none"> Proactively engage, develop rapport with, and ultimately house people with the highest needs in the community. Increase utilization of existing City and County homeless assistance resources by people experiencing homelessness in the City. Increase connections to mental health services (including crisis services) for people experiencing homelessness in the City, especially those who have been hesitant or lack the capacity to access services. 	collecting feedback to inform improvements to the City's engagement efforts and shelter/housing/service programs.	management team that will implement these tasks.		
	3.2 Improve the City's capacity to respond faster to crises that require clinical responses or de-escalation. By 2027, create written guidelines and coordinate with the County or service providers to train City staff who regularly interact with unhoused residents on crisis response, emergency and non-emergency response procedures, conflict resolution, de-escalation techniques, and available resources in the City or County.	<p>The Police Department's Community Response Team has a team of Crisis Intervention Specialists, partnered with a mental health clinician, that responds to active crisis situations throughout the City. City staff also regularly coordinates with the Momentum for Health Trusted Response Urgent Support Team (TRUST) program to help residents during urgent mental health or substance use situations and the County's Mobile Crisis Response Team (MCRT) to conduct mental health assessments and safety planning.</p> <p>Additionally, the City has an agreement with Care Solace to provide coordination services for mental health care and is launching the program in July 2025.</p>	<ul style="list-style-type: none"> Police (Co-Lead Department - Training, Lead Department – Crisis Response) City Manager's Office (Lead Department – Care Solace) Human Resources 	Completing with existing resources.

¹ The Coordinated Entry System is a community-wide access model for supportive housing that assesses, prioritizes, and refers households experiencing homelessness to supportive housing resources as they become available. [See the Santa Clara County Continuum of Care website for more information.](#)

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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		Additionally, the City is collaborating with the County to provide training to staff on how to respond to emergency and non-emergency situations, including de-escalation strategies and techniques. Those include understanding safety/risks, tools to de-escalate situations, reporting incidents, and get help when needed.		
Strategy Area 4: Address basic needs of people living outside, including health, and hygiene Objectives: <ul style="list-style-type: none"> Create opportunities for engagement, connection, and trust-building with people living unsheltered by providing resources to meet basic needs and build a foundation for making progress toward housing goals. Address the immediate unsheltered crisis in the City by creating spaces for people experiencing homelessness to safely stay, address immediate needs, and access services. Improve the accessibility and experience of public areas 	4.1 Continue to promote “pop up” hygiene, shower, biowaste, and laundry services to expand access and participation in existing program.	The City has an existing agreement with WeHope for these services through February 2026 with the option to extend one additional year. Staff will continue to promote the Dignity on Wheels program, which is currently located at Marsalli Park every Wednesday from 9 a.m. – 1:30 p.m., through outreach and engagement with City partners.	Community Development – Housing & Community Services Division	Completing with existing staff and resources.
	4.2 By Spring 2026, explore partnerships with other agencies, businesses, nonprofits, faith-based, and volunteer organizations to leverage funding, facilities, expertise, and staffing to support provision of basic needs services, such as food, hygiene supplies and services, and restrooms for	Staff has begun engaging nonprofits and volunteer organizations on potential partnerships to support these efforts, especially resource days, and will continue to explore new partnerships to provide services, programming, and	<ul style="list-style-type: none"> Community Development – Housing & Community Services Division (Co-Lead Department) 	This will be assigned to the new Housing & Community Services Management Analyst, with additional support from existing staff.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
throughout the City for both housed and unhoused residents.	people living unsheltered. These efforts may include resource days, donation drives, volunteer days/programs, and assisting with the biennial Point In Time Count.	outreach for people experiencing homelessness.	<ul style="list-style-type: none"> City Manager's Office (Co-Lead Department) 	Potential services and programs established through these partnerships could be funded with the remaining state grant secured by State Senator Aisha Wahab.
Strategy Area 5: Reduce the impacts of unsheltered homelessness throughout the community Objectives: <ul style="list-style-type: none"> Ensure safe and healthy community spaces for all City residents. Leverage collective community resources to create efficient and impactful interventions. Improve interactions between people experiencing homelessness and housed community members by empowering, educating, and building capacity of City staff and other housed community members who regularly interact with unhoused people. 	5.1 By 2027, explore opportunities within the City and with external partners, including potential partnerships with Valley Water, the County, transportation agencies, businesses, nonprofits, faith-based groups, and volunteer organizations, to leverage funding, facilities, expertise, and staffing to manage the impacts of encampments and enhance existing sanitation and safety efforts near encampments, parks, creeks, and other affected areas throughout the City.	<p>The City works collaboratively with other agencies to manage the impacts of encampments and has an existing agreement with Tucker Construction for encampment cleanup services that are in the City's jurisdiction. Staff coordinates as necessary with other agencies so they can clean up encampments located in their jurisdiction. Staff will explore possible partnerships with other organizations to leverage resources to address and mitigate these impacts.</p> <p>In February 2025, Valley Water proposed the formation of a county-wide joint powers authority that would focus on unsheltered homelessness. The City provided a letter of interest</p>	<ul style="list-style-type: none"> Police Department (Co-Lead Department) Public Works (Co-Lead Department) City Manager's Office (Co-Lead Department) Parks and Recreation 	Completing with existing staff but additional resources may be requested in the future.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
		and is waiting to hear back on potential next steps.		
	5.2 Explore funding sources to supplement clean-ups and vehicle towing when RVs are used for illegal storage or illegal activity that would warrant their removal.	The FY 2025/26 and FY 2026/27 budget for Tucker Construction encampments cleanups is \$112,200 and \$114,444, respectively. On average 15 cleanups can be done per year at an average cost of \$7,500 per cleanup event. Staff recommends increasing this to 24 cleanups per year. The FY 2025/26 and FY 2026/27 budget for citywide towing (not specific to RVs used for illegal storage or illegal activity) is \$67,000 per fiscal year. Staff recommends increasing capacity to tow as needed and is developing a cost estimate.	<ul style="list-style-type: none"> Police Department (Co-Lead Department) Public Works (Co-Lead Department) 	<p>An additional \$67,500 per fiscal year (\$135,000 total) is requested to support additional cleanups. Staff recommends increasing capacity to tow as needed and is developing a cost estimate.</p> <p>Funding source(s) to be identified).</p>
	5.3 Convene a working group of key City staff who meet regularly to improve coordination, share updates and awareness of resources and programs, and work on various efforts related to unsheltered residents.	A working group of staff from departments across the City began meeting in Fall 2024 to coordinate on homelessness-related work efforts, including but not limited to the 2025 Point In Time Count and development of new services. This group will continue meeting regularly.	<ul style="list-style-type: none"> City Manager's Office (Lead Department) Community Development – Housing & Community Services Division Police Public Works 	Completing with existing staff and resources.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
			<ul style="list-style-type: none"> City Attorney's Office Library Office of Emergency Management Parks and Recreation 	
	5.4 Develop City protocol to triage crises and concerns. By Fall 2025, determine what issues should be routed to specific City departments, County services, street outreach and case management team, and service providers, develop a protocol, and communicate the protocol and available community resources to the street outreach and case management team and City staff who receive calls about or regularly interact with people experiencing homelessness.	Currently there is an informal workflow for routing issues. Staff will work on formalizing the process and train staff and the proposed street outreach and case management team.	<ul style="list-style-type: none"> City Manager's Office (Lead Department) Community Development – Housing & Community Services Division Police 	Completing with existing resources.
	5.5 Work with the County to implement the Community Assistance, Recovery and Empowerment (CARE) Care Court program and Assisted Outpatient Treatment for residents who refuse resources and services due to mental health, drug addiction or other challenges.	The City, through the Police Department's Community Response Team, is working with the County on these efforts.	Police Department	Completing with existing and allocated staff and resources; however, additional resources may be needed in the future.

Planned Work Items (10 Items)

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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	2.6 Explore amendments to the City's housing-related policies to facilitate more affordable housing development. <ul style="list-style-type: none"> By 2031, implement programs in the Housing Element workplan (Chapter 13.2) related to zoning, general plan text amendments, updating the affordable housing ordinance, and more. 	See March 25, 2025 City Council meeting agenda for the Housing Element Annual Progress Report.	Community Development – Planning Division	This work will be performed with a combination of existing and future staff and consultant capacity.
Strategy Area 3: Conduct proactive street outreach to engage people who are unsheltered and connect them to resources	3.3 Coordinate efforts with service providers and other partners to ensure that services provided to unhoused individuals remain consistent and uninterrupted during the 2026 Major Events	As the City plans for the 2026 Major Events, staff will work in coordination with service providers and other partners to mitigate service disruptions and other impacts.	City Manager's Office	This new work effort will be completed with existing staff.
Strategy Area 5: Reduce the impacts of unsheltered homelessness throughout the community	5.6 Develop a targeted plan to engage and house the highest utilizers of County and City resources, which includes:	Staff plans to work with the street outreach team to complete this new work effort. There will also be coordination with the Library	<ul style="list-style-type: none"> Community Development – Housing & Community Services 	This new work effort will be assigned to the new Housing & Community

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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	<ul style="list-style-type: none"> Working with the street outreach and case management team to engage people with lived experience (including currently unsheltered community members) in planning, identify and assess participants to determine resources needed, and develop housing and support goals and plan in partnership with participants. 	and Parks and Recreation teams.	Division (Lead Department) <ul style="list-style-type: none"> Library Parks and Recreation 	Serviced Management Analyst.
	5.7 Implement City protocols for noticing and disposing of refuse and other items left after encampments are closed.	Staff follows the protocol for noticing and disposing of refuse and other items left after encampments are closed, as outlined under Santa Clara City Council Sections 9.30.030 and 9.30.040 and the procedures incorporated in the Tucker Construction agreement.	<ul style="list-style-type: none"> Police Department (Co-Lead Department) Public Works (Co-Lead Department) 	Completing with existing staff and allocated and resources.
Strategy Area 6: Foster productive community conversation about the causes, needs, and experience of homelessness to foster support and volunteerism.	6.1 (a) Engage people with lived experience of homelessness to inform decision-making about funding, housing development, and to support community education efforts. <ul style="list-style-type: none"> By 2026, gather input and feedback from unhoused residents and people with lived experience of homelessness during resource fairs and through the street outreach and case management team. 	New work effort.	Community Development – Housing & Community Services Division	This new work effort will be assigned to the new Housing & Community Services Management Analyst.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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	6.2 Support the County's 2027 Point in Time Count in Santa Clara by coordinating volunteer recruitment, organizing donation efforts, and assisting with activities on the day of the count, as needed.	New work effort. The 2025 Point in Time Count included a survey approach, which provide an opportunity for members of the public to engage with people who have lived experience and to learn about the causes of homelessness and barriers to exiting homelessness (tied to Work Item 6.3).	<ul style="list-style-type: none"> Community Development – Housing & Community Services Division (Lead Department) City Manager's Office 	This work effort will be assigned to the new Housing & Community Services Management Analyst.
	6.3 (a) Provide opportunities for members of the public to engage with people who have lived experience and learn about the causes of homelessness, the impact of high housing costs, barriers to exiting homelessness, what is needed to effectively respond to homelessness, and how different stakeholders can help and get involved. <ul style="list-style-type: none"> Work with the County and nonprofit agencies like Destination: Home to share educational materials and information. 	New work effort.	Community Development – Housing & Community Services Division	This can be completed with existing resources.
	6.3 (b) Provide opportunities for members of the public to engage with people who have lived experience and learn about the causes of homelessness, the impact of high housing costs, barriers to exiting homelessness, what is needed to effectively respond to homelessness, and	The City will support the County's 2027 Point in Time Count, which will provide this type of opportunity for engagement.	<ul style="list-style-type: none"> Community Development – Housing & Community Services Division 	This will be assigned to the new Housing & Community Services Management Analyst.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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	<p>how different stakeholders can help and get involved.</p> <ul style="list-style-type: none"> Use existing public meetings and forums focused on housing or homelessness to raise awareness of the experience of and contributing factors to homelessness in the City, such as the 2027 Point in Time Count. 			
	<p>6.4 Work with neighboring cities and local service providers to coordinate information sharing and connections with business, faith-based groups, and other community organizations interested in fundraising or volunteering.</p>	<p>Santa Clara Library has drop in tabling resources like TRUST come to their Central Park and Mission Branch locations once a month for additional support and lists of resources for supportive connections. Staff also meets regularly with North County representatives to share updates and learn about best practices. The City's homelessness resources webpage is in the progress of being updated to help community members better navigate available resources.</p>	<ul style="list-style-type: none"> Community Development – Housing & Community Services (Lead Department) Library City Manager's Office 	<p>Existing work efforts can be completed with existing staff. New work efforts will be assigned to the new Housing & Community Services Management Analyst.</p>

Pending / Resource-Contingent Work Items (7 Items)

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
Strategy Area 2: Increase availability of short-term shelter, permanent supportive housing, and Extremely Low Income (ELI) housing	2.7 By 2031, work towards the Housing Element goal of permitting 1,436 extremely low and 1,436 very low income units.	The Housing Element Annual Progress Report that was presented to Council on March 25, 2025 reflected 0 extremely low-income and 20 very low- income units that have been permitted.	Community Development – Housing & Community Services Division	These types of development require a deeper subsidy, usually in the form of loans and several sources of grants. The City, County, and State have limited resources and without a County or regional bond, many projects are stuck. A state affordable housing bond (AB 736) is under consideration in 2025, which the City provided a letter of support for.
	2.8 Seek partnerships with housing developers and government agencies to leverage new state and regional funding for interim housing, permanent supportive housing, and ELI housing.	New work effort.	Community Development – Housing & Community Services	The City, County, and State have limited resources and without a County or regional bond, there is limited work that can be done.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

Strategy Area	Work Items	Status	Department	Resource Needs
Strategy Area 3: Conduct proactive street outreach to engage people who are unsheltered and connect them to resources	3.4 Explore opportunities to support peer outreach that trains and employs people with lived experience of homelessness to provide street outreach and system navigation services.	New work effort.	Community Development – Housing & Community Services Division	Additional staffing resources are required to implement this new work effort.
Strategy Area 4: Address basic needs of people living outside, including health, and hygiene	<p>4.3 (a) Establish safe and welcoming places for people living in unsheltered situations to access. These locations should be places where people can find day-time respite from inclement weather, rest indoors, access restrooms, use computers, Wi-Fi, and phones, charge devices, and access services.</p> <ul style="list-style-type: none"> Establish standards for access to basic needs and services including but not limited to water and charging stations to incorporate in such places. 	The City's libraries provide a safe and welcoming place for all community members, including people living in unsheltered situations. All library locations provide respite from inclement weather, restrooms, Wi-Fi and technology, and various classes and services. The City also activates day-time heating and cooling centers accessible to all community members during inclement weather events, as necessary and appropriate. Based on staffing capacity, staff will work on researching and establishing a set of standards, which may include additional resources.	<ul style="list-style-type: none"> City Manager's Office (Lead Department) Community Development – Housing & Community Services Division Library Parks and Recreation 	Existing staff will try to accomplish this work effort, however, additional staffing resources may be required to implement this new work effort depending on workload capacity.

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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	<p>4.3 (b) Establish safe and welcoming places for people living in unsheltered situations to access. These locations should be places where people can find day-time respite from inclement weather, rest indoors, access restrooms, use computers, Wi-Fi, and phones, charge devices, and access services.</p> <ul style="list-style-type: none"> Establish a navigation center with volunteers and/or paid staff who can engage with, provide information, and connect people with services as needed. 	<p>Santa Clara Library has drop in tabling resources like TRUST come to their Central Park and Mission Branch locations once a month for additional support and lists of resources for supportive connections. Organizing a navigation center or having a dedicated person present on a regular basis (full or part-time) will require new resources, either through a service provider or a new City position (which requires a new job classification).</p>	<ul style="list-style-type: none"> City Manager's Office (Lead Department) Community Development – Housing & Community Services Division Library 	<p>Additional resources are required to implement this new work effort. At a minimum, the annual cost of a part-time position through a service provider is estimated at \$40,000. This amount does not include any staff time it will take to scope out this work and procure this service.</p>
	<p>4.4 Explore what it would take to install and maintain storage options for people experiencing sheltered and unsheltered homelessness and to enable safe storage of personal items.</p>	<p>Staff has completed some preliminary research on this topic but this work effort requires additional due diligence.</p>	<ul style="list-style-type: none"> Community Development – Housing & Community Services Division (Co-Lead Department) City Manager's Office (Co-Lead Department) Police 	<p>Additional staffing resources are required to implement this work effort.</p>
Strategy Area 6: Foster productive community conversation about the	<p>6.1 (b) Engage people with lived experience of homelessness to inform decision-making about</p>	<p>New work effort.</p>	<p>Community Development – Housing &</p>	<p>This new work effort may be assigned to the</p>

City of Santa Clara's Citywide Plan to Reduce Homelessness and Its Impacts
Appendix A – Two-year Workplan
Draft for July 8, 2025 Study Session Discussion

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causes, needs, and experience of homelessness to foster support and volunteerism.	funding, housing development, and to support community education efforts. <ul style="list-style-type: none"> By 2027, coordinate with the Lived Experience Advisory Board-SV to obtain input about funding decisions and community engagement efforts. 		Community Services Division	new Housing & Community Services Management Analyst, depending on workload capacity.