

**Homeless to Housed Initiative**  
**Faith-based Organization Land Development Strategy and Implementation**  
**Request for Proposal**  
**November 30, 2023**

**Background**

Homelessness, as well as the lack of available affordable housing for extremely low-income populations, continues to be a pressing issue for the City of San José and the County of Santa Clara (County). According to the U.S. Department of Housing and Urban Development's 2022 Annual Homeless Assessment Report, among the 48 Major City Continuums of Care, the County has:

1. The fourth largest homeless population.
2. The largest unsheltered homeless population.
3. The fourth largest veteran homeless population.
4. The third largest unaccompanied homeless youth (under 25) population.
5. The largest population of unaccompanied homeless youth who are unsheltered.

According to the National Alliance to End Homelessness, the homeless and housing crisis in America is the result of decades of policy choices and disinvestment by federal and state governments. The root causes of homelessness lie in long-standing social inequities and structural problems in our society. In the County, multiple systemic factors push residents into homelessness every day. These include a lack of affordable housing, rising economic inequality, underinvestment in programs serving the most vulnerable, and systemic and structural racism. The root cause of homelessness is a combination of systemic failures. Individual factors, such as addiction or mental health, intersect with homelessness but are not a cause. The single greatest systemic cause of homelessness is the lack of affordable housing. It is estimated that in the County, there are only 32 affordable and available rental units for every 100 extremely low-income households.

An end to homelessness requires that every community will have a systemic response in place that ensures homelessness is prevented or is a rare, brief, and non-recurring experience. The community recognized the need for a Housing First strategy to ensure nondiscriminatory, rapid action allowing immediate access to housing to serve as the starting point for accessing services. In August 2020, the San José City Council adopted a resolution endorsing the comprehensive, regional response to homelessness through the County of Santa Clara's Community Plan to End Homelessness<sup>1</sup> (Community Plan). The Community Plan is a countywide roadmap guiding government, private sector, nonprofit organizations,

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<sup>1</sup> <https://housingtoolkit.sccgov.org/take-action/santa-clara-county-community-plan-end-homelessness-2020-2025>

and other community members as they make decisions about funding, priorities, and needs. The framework for the new Community Plan includes three strategies:

1. Addressing the root causes of homelessness through system and policy change.
2. Expanding homelessness prevention and housing programs to meet the need.
3. Improving the quality of life for unsheltered individuals and creating healthy neighborhoods for all.

The first two strategies focus on ending and preventing homelessness and the third focuses on meeting the needs of unsheltered individuals.

The February 2022 homeless census and survey counted 6,650 persons experiencing homelessness in San José. Of the 6,650 people counted, 4,975 or 75% were unsheltered. Thus, three quarters of San José's homeless population sleeps on the street, in parks, tents, encampments, vehicles, abandoned properties, and/or bus and train stations. During Fiscal Year 2021-2022, the City of San José's Housing Department provided \$43.1 million in grants and loans to 17 service providers and for 13 specific projects to respond to the homeless crisis; however, more work is yet to be done to prevent residents from becoming homeless and to assist individuals experiencing homelessness and move them into permanent housing.

Recently in October 2023, Governor Newsom signed Senate Bill (SB) 4 "Affordable Housing on Faith Lands Act". SB 4 ensures that places of worship, faith institutions, and nonprofit colleges will be able to build affordable housing on their land without having to go through an expensive and difficult rezoning and discretionary approval process. It re-zones the property and ensures neither California Environmental Quality Act (CEQA) nor local political processes can be misused to stop these affordable housing projects.

### **Urban Land Institute (ULI) Initiative**

The Urban Land Institute's (ULI) Homeless to Housed (H2H) initiative aims to spark conversations regarding the role of the real estate community in addressing homelessness. The initiative works by identifying best practices and effective solutions for addressing the needs of the unhoused through research, technical assistance, and awareness-building activities. The H2H initiative provides local technical assistance grants to ULI district councils for a range of activities broadly focused on homelessness.

ULI San Francisco (ULI SF) received funding from the H2H Initiative and the Attainable Housing for All Campaign to work with the City of San José to develop immediate implementable actions to address homelessness in the city.

Places of worship, faith-based organizations, and other nonprofit organization have a mission/desire to help solve the homelessness crisis in the City of San José. Likewise, many

of these entities own land that is underutilized and can be developed for emergency interim and permanent affordable housing.

Through this initiative, ULI SF hopes to advance real estate solutions to address homelessness in San José by unlocking the potential best uses of this underutilized land through:

- Capacity building of homeless service providers that would include affordable housing development and/or creating partnerships with existing developers;
- Fostering partnerships among faith-based organizations, homeless service providers, and affordable housing developers; and
- Leveraging the interfaith community network.

### **Scope of Work**

ULI SF is seeking consultant proposals to design, develop, and facilitate workshops to address the objectives above, and provide a final report of recommendations.

The proposed workshops, envisioned as two, half-day workshop or a half-day workshop followed by a half-day panel (consultants should propose the approach that provides the best results), will result in building capacity of homeless service providers and other nonprofit organizations, so they can partner with church/places of worship landowners and affordable housing developers to design and construct emergency interim and permanent affordable housing projects on their sites. These developments will align with Housing First values, acknowledging that immediate access to housing is the first step, but services must also be made available. Our target audience for this work includes but is not limited to:

- Faith-based organizations open to providing housing solutions;
- Homeless service providers and advocates;
- Affordable housing developers; and
- City of San José and County of Santa Clara staff.

Each session should be designed to include 50 participants comprised of invited participants from the target audience and ULI SF staff.

The results of the workshop are a set of implementable actions that these organizations can immediately take to provide housing and services, including action plans, budget, and schedule.

The final work product is an implementation strategy report that includes a timeline of short-, mid-, and long-term actions.

## Schedule

RFP release:	November 30, 2023
Proposal due:	5 pm PST, January 12, 2024
Consultant selected:	January 31, 2024
Workshop #1:	March 2024
Workshop #2:	April 2024
Implementation Strategy Report due:	May 31, 2024

## Proposal Submission Requirements

- Submit .pdf of no more than ten, 8.5 x 11” pages, with minimum font of 11 pt Arial to [joy.woo@uli.org](mailto:joy.woo@uli.org).
- Proposals must include:
  - Proposed consultant team members and qualifications;
  - Approach to the scope of work, including workshop agendas;
  - No more than two relevant examples illustrating past performance with reference name, title, organization, email, and phone number; and
  - Outline of budget allocation by key milestone.
- For questions, please reach out to [joy.woo@uli.org](mailto:joy.woo@uli.org).

## Budget

The budget for this consultant agreement is not to exceed \$20,000 inclusive of all consultant expenses. Any proposal that exceeds this amount will be rejected.

The City of San José and ULI SF can provide a venue meeting space and light catering/beverages for the workshops. The workshops must be scheduled between Monday and Thursday and begin no earlier than 9 a.m. and end no later than 6 p.m. Pacific.