COVID-19 IT & Technology Needs Assessment

Identifying and Addressing Santa Clara County Supportive Housing System IT and Technology Needs During the COVID-19 Pandemic

March 2021

Prepared by Homebase
Acknowledgements

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Executive Summary

On behalf of Destination: Home, Homebase, a national technical assistance provider on homelessness, conducted a technology needs assessment of Santa Clara County’s Supportive Housing System to identify IT and technology needs due to the COVID-19 pandemic and opportunities to improve services across the Supportive Housing System.

To complete this assessment, Homebase interviewed staff from 12 agencies representing a cross section of housing, shelter, and homelessness prevention service providers and conducted focus groups with Supportive Housing System clients, to understand existing system gaps and challenges. Homebase also researched emerging practices and interviewed community-based organizations that have successfully leveraged technology in innovative ways to serve people experiencing homelessness during the COVID-19 pandemic. Based on this community feedback and research, Homebase identified several key areas of need in the Supportive Housing System and made recommendations for potential solutions.

Identified Needs and Challenges

- **Fast, Reliable Internet Access**: Most housing and homeless service providers and clients reported that they do not have strong, reliable internet connections to engage with each other remotely.

- **Hardware to Work and Connect Remotely**: Service providers working from home and clients identified the need for more and upgraded computers and mobile phones for individual use, as well as a need for larger items such as scanners, printers, and shredders.

- **Software to Effectively Engage Remotely**: Service providers identified the need for video meeting software licenses to engage with clients remotely during the COVID-19 pandemic. Numerous service providers are still conducting administrative and finance tasks in person because they do not have the software or technology infrastructure to conduct these tasks remotely. Additionally, some service providers identified needing electronic signature software to complete paperwork electronically.

- **Training on How to Use Technology for Remote Service Delivery**: Providers and clients alike expressed that there were foundational gaps in digital literacy—limiting staff’s ability to effectively work remotely and impacting client engagement and client accessibility to needed services. For staff that expressed a baseline comfort in navigating technology, they reported that being able to walk
clients or coworkers through how to use the technology for themselves is a unique skill, and one they would appreciate more support around. Finally, providers requested training on remote case management to effectively connect and build community with clients who are otherwise experiencing isolation.

- **IT Support to Effectively Shift to Remote Service Provision:** Most providers reported needing additional IT support to manage the shift to remote work, including setting up new hardware and software, teaching staff to use the new technology, setting up devices for clients to connect to remote services, and troubleshooting and resolving issues. Some providers do not have any dedicated IT support staffing, forcing already over-burdened staff to redirect time and energy from clients to resolving IT issues.

## Proposed Solutions

After identifying IT and technology-related challenges to serving people experiencing homelessness during the COVID-19 pandemic, Homebase developed a range of actionable recommendations responsive to each of the needs identified. Based on key stakeholder feedback, Homebase prioritized these recommendations to the following current priorities that meet immediate and foundational needs across the system to enable agencies to continue serving people experiencing homelessness while public health officials advise special measures be taken to prevent the spread of COVID-19.

- **IT Support for Agencies to Effectively Shift to Remote Service Provision:** Access to IT support is a high priority for the community and will enable agency staff to focus their time and energy on serving people experiencing homelessness. The few agencies that report having full-time IT support to assist with acquiring and setting up hardware and software, teaching staff how to use new technology, troubleshooting issues, and more have had a much better experience in the shift to remote work. For agencies that cannot support a full-time employee, there are options for contracting out IT support.

- **Wraparound IT and Technology Packages for Agencies:** Given the breadth of provider IT and technology needs, as well as the variances between agencies’ needs, an immediate way to support agencies during the COVID-19 pandemic is to provide agencies with a wraparound IT and technology package that they can tailor to their needs, such as:

  - Membership to a company that provides discounted hardware, software, and IT support for nonprofits, such as TechSoup Boost.
• A flexible fund to enable agency staff to meet individualized remote work needs, such as the Seattle/King County Coalition on Homelessness’ Solidarity Fund.

• **Fast, Reliable Internet Access for Supportive Housing System Staff and Clients:** Agency and client access to fast, reliable internet is essential to remote service provision during the COVID-19 pandemic.
  
  o For agencies, funding to support increased bandwidth in offices, extend bandwidth to adjacent outdoor spaces, and hotspots for agency staff to work from home are necessary to serve their clients.
  
  o For clients, a mobile hotspot distribution program such as SJ Access in San José would enable clients to remain engaged in services remotely.

• **Software for Agencies and Clients to Effectively Engage Remotely:** Providing agencies with licenses to video meeting and electronic signature software would enable them to continue to connect virtually with their clients during the COVID-19 pandemic and would reduce delays and administrative burdens related to filling out necessary paperwork.

• **Accessible Trainings on How to Use Technology for Remote Service Delivery:** Training on remote client engagement was identified as the top technology opportunity that would help staff do their job more effectively during the pandemic.
  
  o Hosting staff and train-the-trainer trainings on how to use various commonly used technology features would help ensure that clients are empowered and know how to use various technology platforms to access remote services.
  
  o Facilitating a training series for agency staff on best practices for remote case management and providing opportunities for peer sharing can help agencies think through how to best address clients’ feelings of increased isolation and their desire for greater human connection and community during the pandemic.
  
  o Creating an on-demand training platform of streamlined and easy-to-navigate training videos for staff and clients would allow them to learn and put skills into practice at their own pace.
Introduction

Homebase, a national technical assistance provider on homelessness, prepared this COVID-19 IT & Technology Needs Assessment of Santa Clara County’s Supportive Housing System on behalf of Destination: Home. This report assesses service provider and client use of IT and technology, identifies existing gaps, and evaluates opportunities to leverage IT and technology to more effectively provide services remotely during the COVID-19 pandemic.

For the past year, the State of California and County of Santa Clara have taken steps to mitigate the spread of COVID-19, including closing non-essential businesses and mandating social distancing. In response, many Supportive Housing System services have shifted to remote and, as a result, agencies and clients have additional and immediate needs for IT and technology support. Even now, as multiple COVID-19 vaccines are being distributed, public health officials continue to advise these special measures be taken to prevent the spread of COVID-19.

The first section of this Technology Needs Assessment summarizes the results of an extensive information gathering process to develop a deep understanding of the system’s capacity and challenges during the COVID-19 pandemic. This included:

- A survey of housing and homeless service provider staff,
- Interviews with staff from a range of service provider agencies, including emergency shelters, housing programs, prevention programs, programs working with veterans, programs working with youth, and agency leadership, and
- Focus groups with Supportive Housing System clients.

Through analyzing extensive feedback from these stakeholders, Homebase identified several key IT and technology-related challenges to serving clients remotely during the COVID-19 pandemic. *See Appendix C: Methodology for additional details.*

The second section of this Assessment provides an overview of potential solutions to address the needs identified. While this Assessment lists potential solutions in separate categories, in practice they are interconnected and all necessary in order to effectively serve people experiencing homelessness during the pandemic. For example, in order to meet face-to-face remotely, both agency staff and clients need high-speed internet, a computer or phone that is charged and has a camera, software to facilitate the remote meeting, and digital literacy to know how to use their devices and software to connect. Accordingly, this Assessment recommends a comprehensive approach and serves as a roadmap for enabling the Santa Clara County Supportive Housing System to more effectively serve people experiencing homelessness during the COVID-19 pandemic.
The information-gathering process revealed a number of IT and technology-related challenges to effectively serving people experiencing homelessness during the COVID-19 pandemic. Challenges identified by housing and homeless service provider staff included insufficient internet access, insufficient hardware such as business-grade computers and phones, insufficient video meeting and electronic signature software licenses for all agency staff to engage with clients remotely, a need for clients and staff to be trained on new IT and technology, and limited or no formal IT support to facilitate the shift to remote work. Challenges identified by Supportive Housing System clients included insufficient access to fast, reliable internet, computers, phones, and chargers to engage with service providers remotely.

These challenges, discussed in more detail below, can be categorized under the following themes:

- Fast, Reliable Internet Access
- Hardware to Work and Connect Remotely
- Software to Effectively Engage Remotely
- Training on How to Use Technology for Remote Service Delivery
- IT Support to Effectively Shift to Remote Service Provision

In addition to the system’s need to remotely connect clients with housing, survey responses, agency interviews, and client focus groups also highlighted increased feelings of isolation, anxiety, and depression amongst clients during this time, along with a keen desire for greater human connection to supplement the loss of face-to-face interaction with case managers and peers — further highlighting the need for effective engagement and building community through virtual means.
Fast, Reliable Internet Access

Access to strong and reliable internet has been a critical tool for navigating the COVID-19 pandemic for homeless service providers and people experiencing homelessness. However, most providers and clients reported that they do not have a sufficiently strong, reliable internet connection to effectively engage with each other remotely.

- 9 out of 11 agencies reported that staff do not have strong, reliable internet at home or in the office. 36% of survey respondents need stronger internet at home to work remotely.
- 3 agencies reported that staff need mobile hotspots. 36% of survey respondents need stronger internet in the field, and 24% are using a Wi-Fi hotspot to work.
- 7 agencies, 3 focus groups, and numerous survey respondents report that clients do not have access to strong, reliable internet to effectively engage in services remotely.

These figures include agency staff and clients who previously had sufficient access to internet but no longer do, as a result of COVID-19. This is due to factors such as:

- Internet bandwidth being spread out among household members who are simultaneously working or attending school online, from home,
- Agency staff who are simultaneously using video meeting software, which requires a faster, stronger internet connection in the office, and
- People experiencing homelessness who have lost access to publicly-available internet at locations such as libraries and drop-in centers, which have closed to the public during the pandemic.

Hardware to Work and Connect Remotely

Service providers and clients alike reported the need for various types of hardware to engage in services during the COVID-19 pandemic. For agencies, this need arose in the shift to remote work and service provision, with the rapid onboarding of new staff. For clients, this need became more acute as clients lost access to public computers at drop-in centers and libraries, while services and processes shifted to phone and online, making them all-but-impossible to access without a phone or computer.
6 agencies report that staff need updated, business-grade **computers or tablets** that have a camera to participate in video meetings. 31% of survey respondents are using a personal computer to work, and 18% report needing an agency-provided computer to effectively work remotely.

4 agencies and 2 focus groups report that clients do not have access to **computers or tablets** with cameras to effectively engage in services remotely.

4 agencies report that staff need **cell phones**, and 6 agencies’ staff need updated **headsets**. 57% of survey respondents are using a personal phone for work, and 23% report needing an agency-provided phone to work remotely.

7 agencies and 1 focus group report that clients do not have access to reliable **phones** that have cameras. 3 agencies report that clients don’t have access to reliable **phone chargers**, which prevents them from consistently keeping in touch with case managers. 2 agencies report that **headsets** would enable clients to have more private, productive conversations with staff.

7 agencies report needing larger hardware items, such as **scanners, printers, and shredders**; including portable devices that staff can check out.

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**Software to Effectively Engage Remotely**

As a result of shifting to serving clients remotely, homeless service providers have a greater need for various types of software to help them stay connected and efficiently work with clients to secure housing and employment, or to access other mainstream services. The most commonly-reported software needs were:

- **Video meeting licenses** to remotely meet face-to-face with clients, and to host support groups, trainings, and conduct therapy. As one survey respondent noted, most client appointments are telephone-based, but providers need to physically see clients to be aware of their health, issues, concerns, or illnesses.

- **Electronic signature software** to complete and submit necessary paperwork remotely. Signatures are needed on most forms required to enroll and assist people experiencing homelessness with housing and supportive services, including releases of information, program agreements, housing applications, job applications, and leases. Electronic signature software is currently cost-prohibitive for several agencies. Agencies that do not have access to electronic signature software are spending hours of staff time to bring hard copy forms back
and forth to clients, or to try to work with clients to take photos of forms, which rarely come out clearly enough to use.

Additionally, 6 agencies reported that they are still conducting some administrative and finance tasks in person (e.g., cutting and delivering checks to clients and staff, scanning and printing documents for files), because they do not have the technology to conduct these tasks remotely. Longer-term, agencies would like technology to help them make administrative and finance tasks such as billing, accounting, and purchase orders more efficient.

Training on How to Use Technology for Remote Service Delivery

During the pandemic, technology has been a conduit linking people experiencing homelessness with essential services and housing opportunities, as several key agency buildings have temporarily been shut down. In many cases, virtual access has been the only remaining door open to connect to critical services. Providing the necessary hardware and software helps individuals to access these services, however digital literacy is a key component to ensuring clients can successfully engage in the needed services remotely.

- 7 agencies and 31% of survey respondents report needing a training for staff on how to use basic technology. Agency staff noted varying levels of comfort and tech savviness in navigating various digital skills and features, including navigating shared documents with version control, converting files, and proper encryption protocols, that are now commonly required for their remote work.

- 7 agencies and 3 focus groups report needing a training for clients on how to use basic technology, as well. 52% of survey respondents note that difficulty navigating various technology platforms impacts clients’ ability to connect with agency staff and connect to critical services, and a majority of agency interviews and client focus group responses reaffirmed this finding.

- Even for staff who did express a base level of comfort around navigating technology, they raised the additional consideration and challenge that knowing how to utilize a certain software or device does not necessarily translate to being able to effectively teach or walk someone else through how to operate the technology for themselves. Accordingly, 4 agencies report needing a train-the-trainer to teach agency staff or community members how to teach clients to use technology (e.g., how to talk someone through sharing a screen or filling out an online housing application remotely).
Finally, 45% of survey respondents report that it has been harder to develop and maintain client relationships remotely, and 6 agencies and 57% of survey respondents identified training on remote client engagement as a technology/IT area that would help staff do their job more effectively during the COVID-19 pandemic.

IT Support to Effectively Shift to Remote Service Provision

Due to the rapidly-changing nature of the initial days and weeks of the COVID-19 pandemic, service providers and clients had very little notice of the need to establish infrastructure to shift to remote service provision. Agencies have been functioning in crisis-response mode for the past year, redirecting limited staff time and funding to responding to the COVID-19 pandemic, and without the time or capacity to assess what is needed to make remote service provision sustainable. Agencies without dedicated IT support have especially struggled.

• 6 out of 12 agencies and 21% of survey respondents report needing additional IT support to manage the shift to remote work.

• 3 agencies do not have a dedicated IT support employee or contractor, forcing already over-burdened staff to redirect time and energy from clients to IT issues.

The rapid shift to remote work has highlighted how critical it is to have IT and technology support for tasks such as:

• Setting up new hardware and software,

• Teaching staff how to use new hardware and software,

• Individually setting up devices for clients to connect to remote services, and

• Troubleshooting and resolving issues.
Proposed Solutions

The needs identified through this assessment are essential for service providers and clients to effectively and efficiently engage in remote service provision, especially during the COVID-19 pandemic. Homebase has researched potential approaches to addressing identified needs, drawing from other communities. While many agencies identified similar IT and technology needs, each agency is unique in the needs they have been able to meet thus far and those which remain. See Appendix B for additional details on agency-specific IT and technology needs.

This Assessment separates potential solutions into categories, but in practice they are interconnected and all necessary in order to effectively serve people experiencing homelessness during the pandemic. For example, in order to meet face-to-face remotely, both agency staff and clients need high-speed internet, a computer or phone that is charged and has a camera, software to facilitate the remote meeting, and digital literacy to know how to use their devices and software to connect.

To start, providing a baseline of IT support or a wraparound, flexible funding package would enable agencies to best understand and quickly meet their unique IT and technology needs, and to manage the transition to providing services remotely. Additionally, assisting agencies with each of the four necessary components for remote engagement – internet, hardware, software, and digital literacy training – would best enable the Supportive Housing System to effectively serve clients during the COVID-19 pandemic.

The following sections discuss proposed solutions for each area of need. Discussion of each proposed solution contains a summary of the proposed solution and a high-level cost estimate to begin understanding the relative scale of different options. Agencies in the Santa Clara County Supportive Housing System vary in size, and some solutions may not apply to all provider agencies. As a result, for most proposed solutions there are a range of cost estimates in a consistent format including at least three options:

- **Small Agency**: This is a lower cost range based on the estimated needs of an agency with approximately 10 staff members.
- **Medium Agency**: The middle range is based on the estimated needs of an agency with approximately 40 staff members.
- **Large Agency**: The high option is based on the estimated needs of an agency with 100+ staff members.

For additional details on cost estimates for each proposed solution, see Appendix D.
IT Support for Agencies to Effectively Shift to Remote Service Provision

Proposed Solution
Access to IT support would enable agencies to best understand their unique IT and technology needs, and to manage the transition to effective remote service provision across each of the four necessary components for remote engagement. The few Supportive Housing System agencies that report having a full-time IT support person to assist with the shift to remote work (i.e., acquiring and setting up hardware and software, teaching staff how to use new technology, troubleshooting issues) have had a much better experience. For agencies that cannot support a full-time employee, there are several options for contracting out IT support.

IT support contractors offer to begin with a detailed technology needs assessment, to identify what each individual agency needs and what the best pricing package for them would be. These packages could include assistance such as:

- Onboarding and exiting staff,
- Training staff to use new technology,
- Help desk support,
- Security assessments,
- Cloud migrations,
- Database selection and support, and
- Strategic leadership.

IT support contractors also offer various options for assistance and billing packages, including hourly, fixed-fee, and project-based billing.

Cost Estimates
The following cost estimates are sample quotes from an IT support provider with an hourly fee model:

<table>
<thead>
<tr>
<th></th>
<th>Small Agency</th>
<th>Medium Agency</th>
<th>Large Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$16,200 per year for a staff of 20 that has no full-time IT staff</td>
<td>$39,000 per year for a staff of 50 that has no full-time IT staff</td>
<td>$60,000 per year for a staff of 80 that has no full-time IT staff</td>
</tr>
</tbody>
</table>
The following cost estimates are sample quotes from an IT support provider with a monthly fee model:

<table>
<thead>
<tr>
<th>Small Agency</th>
<th>Medium Agency</th>
<th>Large Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$7,920 per year</strong></td>
<td><strong>$20,880 per year</strong></td>
<td><strong>$47,400 per year</strong></td>
</tr>
<tr>
<td>for a nonprofit with 10 staff</td>
<td>for a nonprofit with 30 staff</td>
<td>for a nonprofit with 200 staff</td>
</tr>
</tbody>
</table>

Wraparound IT and Technology Packages for Agencies

**Proposed Solution**

Given the breadth of agency IT and technology needs, as well as the variances between their needs, an efficient way to support agencies during the COVID-19 pandemic is to provide access to a wraparound IT and technology package that they can tailor. Such packages can include IT solutions related to each of the four necessary components for remote engagement – internet connectivity, hardware, software, and training. They can also address needs expressed by some but not most agencies, such as needs related to servers, larger hardware items, and shifting administrative and financial tasks to be done remotely. *For a summary of agency-specific IT and technology needs, please see Appendix B.*

There are several options for providing tailored wraparound support:

- Providing membership to an organization that provides access to discounted hardware, software licenses, IT support, and digital literacy training to nonprofits.
- Creating a flexible fund to support agencies with individualized IT and technology needs.

**Tech Soup Boost**

Tech Soup is a membership-based organization that connects nonprofits with discounted IT and technology resources including hardware, software licenses, IT support, and digital literacy training. While general membership to Tech Soup is free, access to many of their discounted offers require payment of an administrative fee. To access waived or reduced administrative fees and additional discounts on many of the IT and technology needs providers have identified, nonprofits may upgrade their membership by joining Tech Soup Boost.
The Seattle/King County Coalition on Homelessness’ Solidarity Fund provides funding for whatever programs and direct service providers need to do their job during the COVID-19 pandemic. Applicants to the Solidarity Fund must be either a 501(c)(3) or fiscally-sponsored and provide direct services or affordable housing to people experiencing homelessness or who were recently homeless. Applications are accepted on a rolling basis, and priority goes to organizations that are members of the Coalition, have smaller operating budgets (under $1.5 million), are serving people who are currently unhoused or unsheltered or at increased risk of contracting COVID-19, and/or propose to meet a need not adequately addressed by existing public resources. The Solidarity Fund considers requests to fund tangible goods, supplies, and direct services up to $5,000, and considers requests over $5,000 on a case-by-case basis as funding allows. Brief applications are accepted via Google Form, and receive a response within 7-10 days. For additional information, including a link to the Google Form application, see Solidarity Fund – Rapid Response to COVID-19 Pandemic, available at: http://blog.homelessinfo.org/?p=2946.

Cost Estimates

The following cost estimates are sample quotes from a wraparound organization that provides nonprofits with access to discounted hardware, software licenses, IT support, and training.

<table>
<thead>
<tr>
<th>Small Agency</th>
<th>Medium Agency</th>
<th>Large Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>$79 per year for organizations with budgets under $500,000</td>
<td>$99 per year for organizations with budgets $500,000 – $2 million</td>
<td>$149 per year for organizations with budgets over $2 million</td>
</tr>
</tbody>
</table>
Fast, Reliable Internet Access for Supportive Housing System Staff and Clients

Proposed Solution

The first necessary component for remote engagement is access to high-speed internet. Agencies that provide sufficient bandwidth for clients experiencing homelessness to virtually access face-to-face meetings, as well as job and housing applications, report that it makes a world of difference to their ability to support clients to identify and move into stable housing.

Providing internet access to enable agencies and clients to connect remotely can take several forms. One option is to contract with an internet service provider to provide or enhance internet coverage to an agency’s facility, similar to the work ShelterTech has been doing with the San José Mayor’s Office and Destination: Home to bring internet connection to housing and homeless service locations in San José. Another option is to extend internet from an agency’s building to provide internet outside the building, to enable agency staff and clients to connect remotely while outdoors and maintaining social distancing, such as Tenderloin Technology Lab’s outdoor community computer labs. Finally, SJ Access provides an instructive model for increasing community access to internet through a bank of hotspots that may be checked out through the San José library.

Tenderloin Technology Lab: Outdoor Community Computer Labs

In San Francisco, Tenderloin Technology Lab (TTL) is a state-of-the-art technology training center that provides resources such as drop-in computer workstations, digital literacy training, and computer repair sessions. During the COVID-19 pandemic, TTL has created an outdoor computer lab, which provides community members appointment-based access to internet, computers, and charging stations. TTL staff worked with the City of San Francisco to close a block to traffic between 5:00AM and 3:00PM, collected donated charging stations and laptops, and worked with ShelterTech to install wireless routers outside their building in order to extend internet coverage to the outdoor space. TTL staff run a ticketing system wherein community members visit in person to make 15-minute appointments to access the outdoor computer lab, or 40-minute appointments to access an indoor lab that includes access to a printer. With clear communication to community members about COVID-19 safety protocols, time limits, a security team on hand, and staff members available to assist with technology-related questions, TTL has greatly increased client access to internet and technology during the COVID-19 pandemic.
Cost Estimates

The following cost estimates are sample quotes from an internet service provider that provides service in the Santa Clara County area.

<table>
<thead>
<tr>
<th>Agency Size</th>
<th>Cost Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Agency</td>
<td>$1,560 per year for LTE coverage, up to 12Mbps</td>
</tr>
<tr>
<td>Medium Agency</td>
<td>$2,400 per year for 5G coverage, up to 50Mbps</td>
</tr>
<tr>
<td>Large Agency</td>
<td>$3,600 per year for 5G coverage, up to 100Mbps</td>
</tr>
</tbody>
</table>

The following cost estimates are sample quotes for wireless extenders, which would enable extending internet coverage to an outdoor space.

<table>
<thead>
<tr>
<th>Hardware Cost</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$99 per unit</td>
<td>$479.40 per year</td>
</tr>
</tbody>
</table>
Software for Agencies and Clients to Effectively Engage Remotely

Proposed Solution

Another necessary component for remote engagement is software to effectively use the internet to connect remotely. Due to the COVID-19 pandemic, client-facing homeless service providers have had to shift to meeting with most clients remotely. Providers report that meetings conducted face-to-face tend to be more effective and help to establish and maintain relationships with clients and assess how they are doing. Providing agencies with video meeting licenses would enable them to continue to connect face-to-face with their clients during the COVID-19 pandemic.

Providers have also reported that signatures are required on most forms required to enroll and assist people experiencing homelessness, and that electronic signature software would significantly reduce the amount of time it takes staff to complete and submit compliant paperwork on behalf of their clients.

Cost Estimates

The following cost estimates are sample quotes from the video meeting programs most agencies use.¹

<table>
<thead>
<tr>
<th></th>
<th>Small Agency</th>
<th>Medium Agency</th>
<th>Large Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>$814.50 per year</td>
<td>$4,188 per year</td>
<td>$72,000 per year</td>
<td></td>
</tr>
<tr>
<td>licenses for 10 licenses</td>
<td>for 40 licenses</td>
<td>for 300 licenses</td>
<td></td>
</tr>
</tbody>
</table>

The following cost estimates are sample quotes from the electronic signature software most agencies use.²

<table>
<thead>
<tr>
<th></th>
<th>Small Agency</th>
<th>Medium Agency</th>
<th>Large Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,930 per year</td>
<td>$9,500 per year</td>
<td>$18,400 per year</td>
<td></td>
</tr>
<tr>
<td>for 500 envelopes</td>
<td>for 2,500 envelopes</td>
<td>for 5,000 envelopes</td>
<td></td>
</tr>
</tbody>
</table>

¹ This report focuses cost estimates on video meeting programs most used by Santa Clara Supportive Housing System agencies, all of which are HIPAA-compliant to maintain confidentiality of client information: Google Workspace, GoToMeeting, Microsoft Teams, WebEx, and Zoom.

² This report focuses cost estimates on the two most commonly-used electronic signature programs among Santa Clara Supportive Housing System agencies: DocuSign and Adobe Acrobat.

³ An “envelope” is a package of documents that may be sent out for signature.
Accessible Trainings on How to Use Technology for Remote Service Delivery

Proposed Solution

The final necessary component for remote engagement is digital literacy training for staff and clients to learn how to utilize technology to connect remotely and training for agency staff on best practices for remote service provision. Understanding how to best utilize technology will help clients and staff maximize the impact of remote service provision.

Training for Clients

For clients, these trainings can focus on the basics of getting online and utilizing available devices, including:

- Commonly used apps and features on their phone,
- How to use their phone as a hotspot,
- How to operate a computer,
- How to log on to the agency’s preferred video meeting platform,
- How to create and navigate an email account,
- How to surf the web and find resources,
- How to copy and paste,
- How to fill out online applications,
- How to provide e-signatures (i.e., how to use DocuSign),
- How to take and upload clear photos of documents for applications,
- How to screenshare, and
- How to manage privacy of information and various cybersecurity considerations to prevent being susceptible to scams.
California Emerging Technology Fund

The City of San José, in collaboration with the City of San José’s Mayor’s Office of Technology and Innovation, has partnered with California Emerging Technology Fund (CETF) to work with community organizations and administer grant making, with the goal of ensuring that 50,000 San José households achieve and sustain digital skills proficiency. In this first round of funding, the Digital Inclusion Partnership will disburse approximately $1M to 22 organizations in San José that are closing the digital divide through expanding device access and digital literacy skills.

CETF’s grants allow for flexibility in the digital literacy curricula disseminated through community organizations so agencies can tailor their course material to best reflect the digital literacy needs of the specific population they serve. For example, Goodwill of Silicon Valley has found great success delivering their digital literacy curriculum through Google Classrooms with a focus on resume building, whereas Catholic Charities has augmented the curriculum to focus on parent-student platforms that are commonly being used during remote learning. The San José Public Library has focused their efforts around covering computer and internet basics through a self-paced online class. The self-paced modules include pre- and post-assessments and were created using Adobe’s Rise Articulate authoring tool, which CETF hopes to make available to additional grantees in the near future.

Training for Agency Staff

In addition to client training needs, this Assessment has also identified the need for further trainings for agency staff on various digital literacy skills necessary for remote work, including:

- Encrypting messages and ensuring document sharing is HIPAA compliant,
- Converting files to PDF,
- Requesting electronic signatures,
- Using shared documents and navigating version control,
- Effectively organizing files, and
- Tips and tricks when using Microsoft Office Suite and Google Suite.

Training on remote case management strategies was also identified as a need for agency staff. Training could be provided to agency staff on topics such as:
• Effective low barrier, low tech solutions to client engagement,
• Frequency and quality of virtual check-ins,
• Effectively facilitating virtual support groups,
• Creative and fun community building activities,
• Apps and resources that can be shared with clients to combat heightened feelings of depression, anxiety, and isolation (i.e., Calm, Headspace, Simply Being, etc.), and
• Privacy considerations and how to design virtual engagement to better ensure client safety, confidentiality, and comfort.

For agencies that do not have the internal capacity to provide digital literacy trainings, such trainings can be provided for clients and staff through a variety of mediums. Options include training modules available for free online or through local community partners such as a public library, through online training subscription services that allow flexible, self-paced learning, or could take the form of larger group trainings specifically tailored to the needs of agency staff or clients.

**Cost Estimates**

The following cost estimates are sample quotes for various learning mediums that offer live training and/or offline learning support.

<table>
<thead>
<tr>
<th>Low-Cost Options</th>
<th>Medium-Cost Options</th>
<th>High-Cost Option</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google’s Applied Digital Skills (Free)</td>
<td>Go Skills subscription: varying costs based on number of learners; starting at $7 per learner/month for 50 learners.</td>
<td>Tailored live large group trainings for up to 300 staff/clients: approximately $3,500 for a two-part training series on specific topic areas (four hours of live Zoom training) and $1,000 per additional live zoom training session.</td>
</tr>
<tr>
<td>Internet Essentials Learning Center via Comcast (Free)</td>
<td>Lynda subscription via LinkedIn Learning: <strong>$240 per year</strong> or a <strong>$30 monthly subscription</strong> for a basic subscription and <strong>$3,750</strong> for the premium subscription.</td>
<td></td>
</tr>
<tr>
<td>Peer 2 Peer University Digital Literacy 101 Learning Circles (Free)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>San José Public Library’s Self-Paced Digital Literacy Course (Free)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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4 This estimate includes content development cost.
Conclusion

Across agency staff and clients, a number of common IT and technology needs and opportunities to improve service provision were identified. Though this Assessment reviewed these needs and potential solutions in separate categories, in practice they are all interconnected and are most effectively addressed in tandem. Both agency staff and clients need high-speed internet, as well as access to and training in how to use devices and software in order to effectively engage remotely. Accordingly, this Assessment recommends a comprehensive approach.

In particular, there are two key next steps that cross over each of the four necessary components for remote engagement: providing agencies with a baseline of IT support and access to a wraparound IT and technology package. Together, these would enable individual provider agencies to quickly meet their unique IT and technology needs and enable the Santa Clara County Supportive Housing System to more effectively serve people experiencing homelessness during the COVID-19 pandemic.
Appendix A: Methodology

To compile this Assessment, Homebase gathered information through interviews with service provider agencies, focus groups with clients, and a survey of service provider agency staff, to identify IT/technology needs due to COVID-19 and opportunities to improve services across the Santa Clara County Supportive Housing System. For additional details on survey responses, see Appendix B.

Homebase interviewed staff from the following agencies that provide services to people experiencing or at-risk of homelessness in Santa Clara County. For a detailed summary of agency-specific IT and technology needs, see Appendix C.

- Abode Services
- Amigos de Guadalupe
- Asian Americans for Community Involvement
- Bill Wilson Center
- Carry the Vision
- Family Supportive Housing
- Gilroy Compassion Center
- HomeFirst
- PATH
- Sacred Heart Community Service
- The Salvation Army Silicon Valley
- Sunnyvale Community Services

In addition to interviewing agency staff, Homebase facilitated five focus groups with Santa Clara County Supportive Housing System clients, who are engaged with the following organizations and programs. Homebase staff are grateful to the staff of these organizations for their help with planning for the focus groups.

- Abode Services: Second St. Studios
- Bill Wilson Center: Youth Impact Partnership
- HomeFirst: Boccardo Reception Center
- HomeFirst: Supportive Services for Veteran Families Program
- Sacred Heart Advisory Committee (focus group convened in English and Spanish)
Homebase also interviewed staff from the following organizations that are working to provide IT and technology access to homeless service providers and people experiencing homelessness during the COVID-19 pandemic:

- The Bridge at Main, San Francisco Public Library
- Code Tenderloin
- San José Digital Inclusion Partnership
- ShelterTech
- Tenderloin Technology Lab

Based on the information gathered, Homebase developed an outline of IT and technology needs to support remote service provision during the COVID-19 pandemic and completed an environmental scan to identify additional potential solutions that met the capabilities needed, including costs and benefits to proposed solutions. Homebase met with Cisco and Destination: Home to share initial findings and discuss priorities. Based on this input, Homebase compiled the final Assessment, including identified needs and prioritized proposed solutions.
Appendix B: Survey Responses

In order to collect feedback from staff across the Santa Clara County Supportive Housing System, Homebase sent out an electronic survey to the Continuum of Care and Service Provider Network listservs in late December. The survey was open from December 23rd, 2020—January 22nd, 2021 and there was a total of 42 survey responses. Some totals may not add up to 42, as respondents were allowed to select multiple applicable answers. The write in responses for questions below are direct quotes from the written survey responses. Responses that came up repeatedly have been grouped together and are represented by one direct quote response that reflected the general theme. These responses are demarcated with a [x# responses].

1. What is your current role in the Santa Clara County Supportive Housing System? (If you have multiple roles, please select the option that best describes your role)

- Management (not working directly with clients) [14 responses]
- Housing Program Staff (working directly with clients e.g., case manager, housing navigator) [9 responses]
- Administrative or Support Staff (not working directly with clients) [6 responses]
- Other Agency Staff (working directly with clients e.g., prevention) [5 responses]
- Outreach Team Staff (working directly with clients) [4 responses]
- Other (please specify) [4 responses]

Other (please specify):
- Management Staff (working with clients directly) [2 responses]
• Outreach to individuals with mental illness and their families
• I meet and visit with homeless and formerly homeless folks. I’m an official case worker in my supported living apartment house. I try to help tenants solve problems, communicate with management, advocate at public meetings, and volunteer at shelters.

Q2. How has COVID-19 impacted your agency and how you deliver services to clients?

• Most of our work had to move to remote/ hybrid staggered staffing. We have shifted to virtual service delivery for most services and duration of sessions are shorter [x20 responses]
• Taking longer to earn our clients’ trust and address clients feeling isolated since we are minimizing in-person meetings [x12 responses]
• Shifted to e-signature and other digital work but that’s less effective with clients (no email, etc.) [x9 responses]
• We often have to supplement remote work with trips to the office for use of equipment that is not available on an individual basis at home, e.g., copiers, scanners, printers, etc. This makes remote work at times very inefficient – lots of time is wasted traveling back and forth to the office [x6 responses]
• Many direct line staff still going into field [x5 responses]
• Clients have limited or no access to equipment or the internet to be able to print, copy, sign, scan and submit forms or documentation [x5 responses]
• We are definitely taking the right steps to keep our residents and staff safe and also following all COVID-19 guidelines [x5 responses]
• Had to reduce shelter availability to allow for social distancing [x3 responses]
• Several of our shelter sites have dealt with COVID exposures, which disrupt the entire site and make service continuity difficult to maintain since exposed clients are typically moved to motels to isolate and exposed staff must also quarantine [x3 responses]
• Staff are in more frequent contact some of the time via other avenues like texting [x3 responses]
• Some clients refuse to wear masks too, so providing care more difficult [x2 responses]
• We had to move to/fast track Telehealth [x2 responses]
• We’ve had to hotel many more clients [x2 responses]
• The agency has had to increase bandwidth for remote access by staff and purchase laptops for staff [x2 responses]
• We have had technology related expenses to be able to bring all of our Housing Counseling services from in-person to virtual
• It has impacted my ability to continue group peer support to the public. In fact, I have suspended all groups till further notice
• We have seen an increase in referrals, and a higher percentage of emergencies
• They need to schedule appointments in advance to monitor the number of people at a time
• Both staff and clients now spend a non-trivial portion of their daily effort on staying safe and managing the secondary effects of COVID. Safety protocols, while necessary, are an additional layer of overhead for case managers and clients alike
• We’ve been overwhelmed with the need for rental assistance services as a direct result of the pandemic
• Inspections are either put on hold (annual waiver) or for initial inspections COVID protocols in place
• Had to take on Project Roomkey hotel operations & services
• I do have access to our server which makes working from home a little easier

Q3. In your experience, in what ways has your agency been able to successfully adapt to COVID-19 changes? In what ways has it not been as successful?

• It has been challenging to reach our unhoused clients due to lack of technology. Many tenants do not have access to technology (computers or reliable smart phones) or do not know how to use the technology [x12 responses]
• We have adapted by mixing remote work with clients with in-person interviews of limited duration [x10 responses]
• Staff flexibility in changing schedules and meeting the new demands has been successful [x8 responses]
• PPE is readily available and safety guidelines have been clear. By keeping the cars supplied with sanitation products. Providing masks and hand sanitizer as soon as you enter building [x5 responses]
• We quickly mobilized to set-up intake appointments with clients to assess their need [x3 responses]
• It is much harder to resolve staff’s technical challenges [x3 responses]
• We were grateful to have some funding and donations at the beginning of the pandemic to get remote devices set up for all staff so they could work the majority of time remotely at home office [x2 responses]
• We continue to serve clients, though numbers and productivity have dropped
• There’s more programmatic silos and a loss of staff embracing our agency’s identity
• We were able to successfully implement Telehealth throughout Gardner Health Services
• Provider staff has adapted quickly to learning the nuances of the disease as they present in ever-changing ways
• I think as a whole, our County needs to improve on the way we provide education around COVID-19 to our patients and clients of color and culture who may need additional education and persuasion to meet the needs of successfully battling COVID-19
• As the pandemic situation continue to get worse, we need continuous support for remote office supplies.
• Our agency has been very supportive by allowing us to take office supplies home. We don’t have enough printers to take home
• We have not been successful with sheltering families due to capacity at the shelter. Some of our clients are not able to participate in our support groups due to their current shelter in place situation
• Planning better regarding wavers from HUD: recertification, signing documents, yearly inspections, etc. The information comes too close to the expiration dates. We need it sooner so we can plan better
• Telehealth is safer for staff and the patients. However, there are times that we need to see them in person to follow-up. Change is good, however the patients should be seen once a month or sooner depending on their health needs
• PitStop Outreach has successfully adapted to COVID-19 changes successfully due to the tremendous support from the community members
• We are able to keep staff and are learning to operate from a virtual platform
• We have been able to help community understand current shelter in place status and mandates
• Not as successful in protecting staff
• We have been successful with outreach. Our outreach team goes above their call to duty giving our clients the services and attention they need
• We have moved into an all-online application and email, phone call
• Some clients are not tech savvy, unable to complete forms online or email
• Using telecom to do outreach and need assessment of existing clients is good
• Not being able to get wet ink ROI signature is challenging
• We have adopted online financial education platforms that are available to anyone, anywhere without physical limitations. We are also now able to meet with clients virtually which eliminates any physical logistics challenges
• We should be able to do some work (documentation ) from home - in order to minimize exposures-as per Public health guidelines and other direct service departments like Social Services, DFCS, Probation, nonprofits, etc.
• Letting people come in with appointments has worked
• I can only speak for my team, which is not client-facing and focuses on data and compliance. We work from home but were fairly familiar with remote work before COVID, so the adjustment wasn’t too difficult. We also had all the tools we needed (e.g., agency provided hardware where requested, suite of apps for remote work)
• I think our biggest struggles are making sure front-line staff are supported, addressing the impacts of staffing shortages, and missing out on some of the useful info we would learn through “water cooler” conversations with folks outside our team
• We encounter challenges such as the new medical billing system for Behavioral Health, My Avatar in that we are not able to directly import our information which requires double entry from our staff. Approval for electronic signature from the county has been a long continuous struggle we are still working to resolve
• Overall, the set-up of the County, city, and other government systems pose challenges to our ability to make the needed change to adapt to the effects of COVID-19
• Finding virtual forms, using systems like Cognito to consider confidentiality
• People have adjusted to using Zoom pretty quickly
• My agency did not enforce their own guidelines at a local level until this month for case managers to work from home when possible and to strictly limit face to face contact with clients
• The unsuccessful part has been the unexpected costs
• It is much more time consuming for effective service delivery, either setting clients up to do virtual work or disinfecting physical spaces for food programs, staff is getting tired, but residents continue to receive quality individualized service
• There are clients that need more support (time and money) than our homeless prevention program is designed to serve
• They have been very successful, and we have continued to have several trainings regarding covid-19 and how to stay safe and COVID-19 free
- Team meetings are virtual and more frequent. I feel closer to our state-wide agency as a whole.
- We’ve been successful by continuing to engage with our program participants on a regular (normal) basis.
- We haven’t been successful in dealing with the isolation, depression and anxiety that program participants face with global uncertainty that exists due to the pandemic and the political environment.
- Additional bandwidth has been added to systems to support remote workers; additional laptops have been purchased and issued.
- Protocols for safe building access were developed, established and are followed routinely now.
- All docs are uploaded to the cloud for compliance. Staff were quick to make that change because it benefited them too (they could also access the files they needed remotely).
- Where I work, management is great at keeping us safe.

Q4. If working remotely, what equipment or technology have you been using? (select all that apply)

- Internet connection: 36
- Agency-provided computer: 29
- Personal phone: 24
- Mobile apps: 18
- Personal computer: 13
- Agency-provided phone: 13
- WiFi hotspot: 10
- Other (please specify): 9
- NA: 4

Other (please specify):

- My own internet needed to be upgraded, my internet at home is spotty/unreliable [x5 responses]
- Chair [x2 responses]
- Facebook/Facebook messenger/Social Media [x2 responses]
- Visits to the office as needed for use of scanner and printer
- Personal monitors, keyboard drawer
- Mouse
• Desk
• Laptop

Q5. In what way(s) do you interact with your agency (e.g., coworkers, supervisor) remotely? (select all that apply)

- Email 40
- Phone 39
- Video 38
- Text 35
- Web Chat Platform 12
- Other (please specify) 6
- Mobile App 5
- NA 2

Other:

- Face to face [x3 responses]
- Two days in the office, 3 days from home
- Skype and in person
- 8x8
- Social media and Facebook groups

Q6. In what way(s) do you interact with your clients remotely? (select all that apply)

- Phone 37
- Email 32
- Text 26
- Video 13
- Other (please specify): 8
- Mobile app 5
- NA 4
Other:
- Social media/Facebook [x2 responses]
- In person when the client has no access to technology [x2 responses]
- DocuSign
- Outreach teams still goes out to encampments and are supporting the agency’s goals despite all of the setbacks and COVID-19 technicalities. They are the true heroes!
- Clients are highly dependent on text
- Google Voice

Q7. If providing case management or other client services remotely, in what ways has shifting to remote impacted you and your clients? (select all that apply)

Other:
- Limiting duration of in person visits
- Unable to call with no phone access
- Missing face to face interaction
- Still meet in person for those who do not know how to navigate the technology or can’t access it
- For clients with cognitive and communication disabilities, the lack of in person meetings has had a greater impact
- Older clients have harder to follow up with due to limited technology access and comfort navigating the technology
- The need to collect signatures via DocuSign has been challenging
- Submitting documentation with pictures via email has been challenging
- Not readily available in office to help perform duties such as faxing, scanning, or printing documents
- It has been difficult to know the non-audio/visual signals that I get from individuals
Q8. What kinds of supports or services do your clients need that are more challenging to provide remotely?

- Some people who do not have access to technology or who may not be computer proficient may find it difficult to access our online financial education. Help to conduct resumes, assistance to take zoom and video interviews, help to conduct job searches, and to navigate the web solely on a phone with limited abilities [x6 responses]
- Specific support groups with activities. In person interaction that helps support clients and breaks isolation [x5 responses]
- Tech trainings and equipment for those who were not tech-savvy. Individual instruction on accessing websites on their own is not possible [x4 responses]
- When they need to access information needed from various websites (e.g., Social Security Administration, County Social Services, State Child Support Administration) clients need in person support and access to websites due to lack of knowledge, language barriers, etc., and these agencies do not allow caseworkers to make calls on behalf of clients. This requires that clients spent a lot of time in the office in person - at times hours holding and waiting for someone to answer the call [x3 responses]
- Our DV clients have fewer opportunities to escape their abusers. Their injuries are far more severe. We cannot provide counseling when their abuser is hanging over the phone, tablet or computer [x3 responses]
- Non-verbal communication cannot be expressed via phone. Face-to-face interaction is sometimes critical if there is a language barrier [x3 responses]
- Getting new clients wet ink ROI signature [x3 responses]
- When they request rides or when they need items or when we need signatures/paperwork [x3 responses]
- Housing search, transportation assistance, rapport building/maintenance, groups [x3]
- Inspections, lease signings, and certification [x2 responses]
- Intensive case management such as: support with housing search, applying for benefits, rental case management [x2 responses]
- Provision of food and toiletries [x2 responses]
- Providing shelter through hotel at this time
- VISPDAT, signatures on documents, getting copies of client documents
- Some visits work well remotely, however there are always the patient who will benefit more from a face-to-face visit. That’s the difficult part. It works out though, as we are seeing patients on a face-to-face basis in conjunction with telehealth
- Most of the time they ask for in person appointment
- Children and teen programming and children’s therapy
- Access to computers and confidential phone has been challenging
- Shelter (ex: hotel, tents, etc.) especially for our unhoused friends that become COVID-19 positive
- It is more challenging to provide the motivational interviewing
- Training for agencies/ service providers
- Access and equipment
• Understanding the actual living situation is a challenge when we are not visiting in-person
• They need a way to charge their phones in order to stay in touch
• Social support - e.g. students need tutors, those seeking to better their employment opportunities need mentoring, etc.
• Individual counseling and support especially when clients do not have access to technology and personal interviews are limited in duration
• When clients need papers printed, faxed or scanned. I have to ask another staff to do this for the client. They do not mind, as I do not mind doing it for them as well

Q9. In terms of technology or IT, what do you need to do your job more effectively right now? (select all that apply)

Other:

• Equipment and access to email and internet for clients, and instructions/training on how to navigate the technology [x4 responses]
• Our IT support is contracted out, there are problems because technicians do not understand our business
• Printer or scanner
• DocuSign is cost prohibitive but would be helpful
• Agency provided tablet
• Ability to take phone and computers home to work on documentation remotely
• Agency provided additional monitor
• Funds for additional at home equipment (ergonomic desk/chair)
• Systems that allow for reasonable adoption/adaption of tools for better client engagement and electronic signatures

Q10. Thank you for your time and feedback! Is there anything else we should know?

• Hotspots would be helpful
• Clients need computers and better internet connectivity as well as training
• I feel this is only the beginning and AI needs to step up to the challenge to integrate technology with our needs to support our clients. Our clients need free access to internet and also devices. I need better internet, but with my salary I cannot afford it
• We should be looking more towards people with lived experience over education to be filling these positions that are coming available with all the agencies that are looking for help education can be achieved easier with employment than without
• More funding for staff, compensation and self-care support for staff working in the field during this time
• Two unmet needs: 1. affordable tools to make it easier for clients to sign documents remotely. 2. more tech support for the clients themselves
• Homeless individuals have lost access to many indoor spaces formerly used to charge their phones. This is a big issue
• A Reminder that we are all actively getting through this; the kindness, support, humor, compassion, and food have been critical for all of us during this most challenging of times. Thank you - wholeheartedly
• If technology was more obtainable for clients who are homeless and low income, I believe it will improve their goals and to sustain housing during COVID-19
• One of the challenges we’re facing is finding an e-signature solution that would be easy to implement with our client population
• Some of the challenges lies with the county and funders whose requirements are not supported by the system in terms of technology, adoption process as well as funding. Any advocacy effort to make these more reasonable from a client serving perspective while maintain client data security is much appreciated
• People are innovative and resilient, but it's so important that we don't leave anyone out because we haven't considered their circumstances
• I was customer support for a program that gave smart phones to homeless people. I learned/taught a lot. Homeless people definitely use and need internet connectivity.
• Free/reduced cost WiFi and computer access for clients so that they can take part in virtual meetings and groups
## Appendix C: Summary of IT and Technology Needs by Agency

Homebase conducted Zoom interviews with staff from 12 agencies between December 2020—February 2021. Interview transcripts were then tagged and categorized into thematic technology need areas. Below is a summary of needs for each individual agency.

### Abode Services

<table>
<thead>
<tr>
<th>Internet Access</th>
<th>Hardware</th>
<th>Software</th>
<th>Training</th>
<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>100-150 Microsoft Surface Pros that are both tablets and computers. Printer/scanner for staff to check out/in. Zoom licenses for all staff. Better phones for clients. Quality headsets for staff.</td>
<td>Peer learning regarding remote case management sharing tips, tricks, and best practices.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet Access</td>
<td>Hardware</td>
<td>Software</td>
<td>Training</td>
<td>IT Support</td>
<td>Other</td>
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</tr>
<tr>
<td>Increased internet connectivity for staff in the office.</td>
<td>12 Hotspots.</td>
<td>Process to enable staff working from home to securely handle clients’ protected information in a way that is HIPAA compliant and secures client confidentiality.</td>
<td>Formal process to set up computers and reset software for staff, so it does not have to be done one by one.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Backup modem/hotspots for when the internet goes down at the office.</td>
<td>HIPAA compliant encrypted server.</td>
<td>Digital registry/online system where staff can request specific supplies through one click purchases.</td>
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</tr>
<tr>
<td>Better quality internet and connectivity for safe parking program.</td>
<td>Portable scanners.</td>
<td>Project management tool to manage team tasks remotely.</td>
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<tr>
<td></td>
<td>Headsets for staff.</td>
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</table>

5 They currently have to rely on a hotspot.
<table>
<thead>
<tr>
<th>Asian Americans for Community Involvement</th>
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<tbody>
<tr>
<td><strong>Internet Access</strong></td>
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<tr>
<td><strong>Hardware</strong></td>
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<tr>
<td><strong>Software</strong></td>
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<tr>
<td><strong>Training</strong></td>
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<tr>
<td><strong>IT Support</strong></td>
</tr>
<tr>
<td><strong>Other</strong></td>
</tr>
<tr>
<td>Hotspots for staff.</td>
</tr>
<tr>
<td>New phones for survivors of intimate partner violence (IPV) and human trafficking.</td>
</tr>
<tr>
<td>Chromebooks for clients’ children to do their schooling.</td>
</tr>
<tr>
<td>Phone system similar to RingCentral where lines/extensions can be transferred directly.</td>
</tr>
<tr>
<td>Adobe licenses to look at, edit PDFs, and have the redaction tool.</td>
</tr>
<tr>
<td>A way to send documents in a secure manner.</td>
</tr>
<tr>
<td>HIPAA compliant SurveyMonkey or another survey program.</td>
</tr>
<tr>
<td>Staff training on how to organize e-files, how to password protect documents, recall, and encrypt emails.</td>
</tr>
<tr>
<td>Ongoing client training with updated information on how to control privacy on cell phones.</td>
</tr>
</tbody>
</table>

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6 Basic HIPAA compliant SurveyMonkey was quoted at $10k.
### Bill Wilson Center

<table>
<thead>
<tr>
<th>Internet Access</th>
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<th>Software</th>
<th>Training</th>
<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotspots would help with seamless internet connectivity. 75-100 agency cellphones for client interaction. Devices for clients that are big enough to view “share screen” and the person you are talking to.</td>
<td>DocuSign licenses.</td>
<td>Peer learning regarding remote case management sharing tips, tricks, and best practices.</td>
<td>Dedicated IT support staff. 8</td>
<td></td>
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</tr>
</tbody>
</table>

7 Would be especially helpful for housing search (e.g., staff sharing screen of what is/not a legitimate Craigslist ad), filling out job applications (e.g., client sharing screen with job application to show what they are clicking on).

8 They outsource IT but it becomes an invisible staff person. If they do not increase that contract, they do not get extra time and they have realized how tight those contracts are during the pandemic.
<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10-15 staff need an upgraded computer. They need a jumbotron printer.</td>
<td>Train the trainer—training for staff around how to help clients use technology.⁹ Training for staff on how to navigate Microsoft Teams. Build out an internal resource guide to help staff navigate technology features/skills. Have a dedicated staff person to train staff who aren’t as familiar with technology and have this training curriculum embedded in onboarding.</td>
<td>Dedicated IT support staff to better leverage their customer relationship management (CRM) system’s full functionality and resource offerings. IT support for staff to help set up laptops and install anti-virus software.</td>
<td>They need flex funds to help with technology component and for ongoing development support.</td>
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</tr>
</tbody>
</table>

⁹ When developing train-the-trainer curriculum, acknowledge different learning styles that need to be more fully accommodated (some people need screen shares, in person support, auditory only, visual components, etc.).
<table>
<thead>
<tr>
<th>Internet Access</th>
<th>Hardware</th>
<th>Software</th>
<th>Training</th>
<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Upgraded server that allows staff to access from home and receive Microsoft Office updates. 20 high functioning newer laptops for staff. 4 hotspots for staff.</td>
<td>Peer learning regarding remote case management sharing tips, tricks, and best practices.</td>
<td>IT support to help set up computers, set up server, and get staff set up to access their systems via VPN.(^\text{10})</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^{10}\) They do not currently have a staff person or a contract for someone to do this.
### Gilroy Compassion Center

<table>
<thead>
<tr>
<th>Internet Access</th>
<th>Hardware</th>
<th>Software</th>
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<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separate WIFI access point for day center clients.</td>
<td>4 iPads/laptops with webcam for staff.</td>
<td>Need an application that automatically pulls demographic information into reports for funders.(^\text{12})</td>
<td>Staff training on operating IT basics such as Microsoft Office.</td>
<td>Staff person dedicated to managing social media promotion.</td>
<td>Ways to better disseminate inclement weather updates to clients.</td>
</tr>
<tr>
<td>WIFI access for safe parking site.(^\text{11})</td>
<td>~200 phones for clients.</td>
<td>Need a system to take clients’ orders for food or show them the closet/clothing options through a videoconference to ensure they are receiving the items they want.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>100-200 portable charging units/battery banks.</td>
<td>Need a graphic designer and website technician to help them with potential agency name change branding support.(^\text{13})</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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\(^\text{11}\) Getting WIFI at one of the trailers where the site manager is at would be great.

\(^\text{12}\) Currently they are noting everything down through four different checklists and at the end of the day putting them into a spreadsheet.

\(^\text{13}\) They are currently looking into potentially contracting with Digital Nest for support around website, social media, logo, and forms.
<table>
<thead>
<tr>
<th>Internet Access</th>
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</tr>
</thead>
<tbody>
<tr>
<td>An option to provide stipends to increase internet speeds for staff working from home.</td>
<td>Quality headsets for staff. Portable scanners for SSVF staff. Access to shredders for staff. Access to printers along with ink for staff. Easy to navigate tablet for clients attend their groups. 14 100 iPhones for shelter clients. WIFI sticks/hot spots that can be provided for staff. 50 Chromebooks.</td>
<td>A way to track clients in a synchronized database that is HIPAA compliant. 15</td>
<td>Train the trainer—training for staff around how to help clients use technology. Training for staff on how to navigate Microsoft Teams.</td>
<td>Need a staff member designated to help set up screens for clients to help facilitate case management and assist with general client access needs. Need a designated tech person who can be called so they can respond to tech needs in real time. 16</td>
<td>Process to streamline digitization and scanning of paper charts for virtual audits.</td>
</tr>
</tbody>
</table>

14 Tablets can be easier for seniors to navigate.
15 Net Smart’s Avatar would let managers track deadlines virtually in the Cloud, so nothing is lost but it would require double data entry because they need to upload everything into HMIS. Can the County work on a way the data from Avatar can be exported to HMIS?
16 They hired first full time IT director and he is great, but they have 14 sites and would like to have 4-5 people who are mobile.
<table>
<thead>
<tr>
<th>Internet Access</th>
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<th>Software</th>
<th>Training</th>
<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two factor authentication to make sure WIFI networks are protected as staff work with private/protected information while working remotely.</td>
<td></td>
<td></td>
<td>Train the trainer—training for staff around how to help clients use technology. Learning management system/online training system where staff can watch pre-recorded trainings and can attend interactive virtual trainings.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Sacred Heart Community Services

<table>
<thead>
<tr>
<th>Internet Access</th>
<th>Hardware</th>
<th>Software</th>
<th>Training</th>
<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing need for more laptops as they continue to hire more staff. Basic equipment including headsets and screens for staff.</td>
<td></td>
<td></td>
<td>Train the trainer—training for staff around how to help clients use technology. Peer learning regarding remote case management sharing tips, tricks, and best practices.</td>
<td></td>
<td>A more consistent way to help clients with equipment such as paying for phones or tablets or providing internet service.¹⁷</td>
</tr>
</tbody>
</table>

¹⁷ Currently it is one-off flex funding.
<table>
<thead>
<tr>
<th>Internet Access</th>
<th>Hardware</th>
<th>Software</th>
<th>Training</th>
<th>IT Support</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10 Newer HP laptops (10) with wireless mice and headsets. Desktop scanners for staff. Hard drive to store documents. Better intercom with a clear line and if possible, video functionality.(^{18})</td>
<td>Cloud storage so they do not have to spend so much money on paper and printing. Zoom business licenses for staff.</td>
<td>Train the trainer—training for staff around how to help clients use technology.</td>
<td></td>
<td>Language line for translating services that are not prevention related.</td>
</tr>
</tbody>
</table>

\(^{18}\) It could help with clients’ comfort if clients are able to see a person because they are so used to walking in and asking staff for help. Right now, clients just hear a floating voice.
<table>
<thead>
<tr>
<th>Sunnyvale Community Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internet Access</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

19 This is hard for IT because they have to know how to fix 10 different types of headsets instead of one.
# Appendix D: Cost Estimates

## Video Meeting Software Cost Estimates

<table>
<thead>
<tr>
<th>Platform</th>
<th>Small Package</th>
<th>Medium Package</th>
<th>Large Package</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Google Workspace</strong></td>
<td><em>Business Standard</em> $36/year/license • Host up to 150 participants • 2 TB cloud storage/user • Professional email address at your nonprofit’s domain • Security, management, support</td>
<td><em>Business Plus</em> $60.48/year/license • Host up to 250 participants • Recording + track attendance • 5 TB cloud storage/user • All features in Standard</td>
<td><em>Enterprise for Nonprofits</em> 70% off pricing for Enterprise • Host up to 250 participants • Noise cancellation, in-domain live streaming • As much storage as you need • All features in Business Plus</td>
</tr>
<tr>
<td><strong>GoTo Meeting</strong></td>
<td><em>Professional</em> $144/year/license • Host up to 150 participants • Unlimited meetings, lengths • Mobile apps available</td>
<td><em>Business</em> $192/year/license • Host up to 250 participants • Note taking, drawing tools • All features in Professional</td>
<td><em>Enterprise</em> Contact for tailored quote • Host up to 3,000 participants • Mobile cloud recording • All features in Business</td>
</tr>
<tr>
<td><strong>Microsoft Teams</strong></td>
<td><em>Business Standard</em> $36/year/license • Host up to 300 participants • Meet for up to 24 hours • Desktop applications for Office (email, video), with mobile, tablet</td>
<td><em>Business Premium</em> 10 free, then $60/year/license • Windows, desktop, mobile, tablet, and cloud applications • All features in Standard • HD video conferencing</td>
<td><em>Nonprofit E3</em> $96/year/license • Upgrade to Windows 10 Enterprise included • Enhanced security features • All features in Premium</td>
</tr>
<tr>
<td><strong>WebEx</strong></td>
<td><em>Starter (up to 50 licenses)</em> $162/year/license • Host up to 150 participants • Meetings for up to 24 hours • 5 GB cloud storage • Recordings and transcripts</td>
<td><em>Business (up to 100 licenses)</em> $323/year/license • Host up to 200 participants • 10 GB cloud storage • All features included in Starter</td>
<td><em>Enterprise Plan (customizable)</em> Contact for a tailored quote • Customizable participant cap • Customizable cloud storage • All features included in Business</td>
</tr>
</tbody>
</table>
### Zoom

#### Zoom Pro (up to 9 licenses)
- $74.95/year/license + $65 fee
- Host up to 100 participants
- Meetings for up to 30 hours
- Up to 1 host per meeting
- 50% discount for add-ons (e.g., webinars, meetings for up to 500)

#### Zoom Business (10-49 licenses)
- $99.95/year/license + $190 fee
- Host up to 300 participants
- Up to 2 hosts per meeting
- Language interpretation feature
- All features included in Pro

#### Enterprise (50+ licenses)
- $240/year/license
- Host up to 500 participants
- Unlimited Cloud Storage
- Recording transcripts
- Customer success manager
- All features included in Business

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### E-Signature Software Cost Estimates

<table>
<thead>
<tr>
<th>DocuSign Plan</th>
<th>Small Package</th>
<th>Medium Package</th>
<th>Large Package</th>
<th>Extra Large Package</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DocuSign Business Pro</strong></td>
<td>500 envelopes</td>
<td>2,500 envelopes</td>
<td>5,000 envelopes</td>
<td>10,000 envelopes</td>
</tr>
<tr>
<td>Unlimited senders and signers</td>
<td>$3.86/envelope</td>
<td>$3.80/envelope</td>
<td>$3.68/envelope</td>
<td>$4.69/envelope</td>
</tr>
<tr>
<td>Access to third party integrations (e.g., Google, Microsoft)</td>
<td>$1,930 total/year</td>
<td>$9,500 total/year</td>
<td>$18,400 total/year</td>
<td>$2,345 total/year</td>
</tr>
<tr>
<td>Envelope storage</td>
<td>$1,930 total/year</td>
<td>$9,500 total/year</td>
<td>$18,400 total/year</td>
<td>$2,345 total/year</td>
</tr>
<tr>
<td>Premier 24/7 Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **DocuSign Enterprise Pro**        | 500 envelopes | 2,500 envelopes | 5,000 envelopes | 10,000 envelopes    |
| Organization Administration Management (multi-agency group purchasing agreement) | $4.69/envelope | $4.63/envelope | $4.51/envelope | $4.27/envelope      |
| All features in Business Pro       | $2,345 total/year | $11,575 total/year | $22,550 total/year | $34,400 total/year |

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20 DocuSign prices reflect a 30% nonprofit discount. An “envelope” is a package of documents that may be sent out for signature.
<table>
<thead>
<tr>
<th>Small Acrobat Package</th>
<th>Medium Package</th>
<th>Large Package</th>
<th>Extra Large Package</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acrobat Pro DC with e-sign</td>
<td>Acrobat Pro DC with e-sign for teams</td>
<td>Acrobat Pro DC with advanced e-sign</td>
<td>Acrobat Pro DC with advanced e-sign for teams</td>
</tr>
<tr>
<td>$179.88/license/year</td>
<td>$203.88/license/year</td>
<td>$239.88/license/year</td>
<td>$263.88/license/year</td>
</tr>
<tr>
<td>For small businesses</td>
<td>Easily add licenses to your account as your team grows</td>
<td>All features from small package</td>
<td>All features from medium package</td>
</tr>
<tr>
<td>Create, sign, send, comment on, and export documents</td>
<td>Share reusable e-sign templates with your team</td>
<td>Collect e-signatures from your website</td>
<td>Collect payments on forms</td>
</tr>
<tr>
<td>Acrobat Pro desktop software</td>
<td>Create, sign, send, comment on, edit, export documents</td>
<td>Collect payments on forms</td>
<td>Add customized branding</td>
</tr>
<tr>
<td>Edit and password-protect PDFs</td>
<td>Acrobat Pro desktop software</td>
<td>Acrobat Pro desktop software</td>
<td>Acrobat Pro desktop software</td>
</tr>
</tbody>
</table>

### Internet Service Provider Cost Estimates

<table>
<thead>
<tr>
<th>Company</th>
<th>Small Package</th>
<th>Medium Package</th>
<th>Large Package</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT&amp;T</td>
<td>$1,560/year</td>
<td>$2,400/year</td>
<td>$3,600/year</td>
</tr>
<tr>
<td></td>
<td>• LTE; Up to 12Mbps</td>
<td>• 5G; up to 50Mbps</td>
<td>• 5G; up to 100Mbps</td>
</tr>
<tr>
<td></td>
<td>• Essential business functions including VoIP, business internet, inventory management, and failover solutions</td>
<td>• Wireless WAN for primary, failover or network augmentation enabling business critical data</td>
<td>• Fastest speed available that is supported by the customer’s device and the AT&amp;T network up to 100Mbps</td>
</tr>
<tr>
<td>Comcast</td>
<td>$1,050/year</td>
<td>$1,764.60/year</td>
<td>$4,704/year</td>
</tr>
<tr>
<td></td>
<td>• 35/5Mbps</td>
<td>• 100/15Mbps</td>
<td>• 1GIG/35</td>
</tr>
<tr>
<td></td>
<td>• Includes one unlimited business phone</td>
<td>• Includes one unlimited business phone and $300 Visa gift card (limited time)</td>
<td>• Includes two unlimited business phones and $300 Visa gift card (limited time)</td>
</tr>
<tr>
<td>Etheric</td>
<td>$6,038/year</td>
<td>$12,388/year</td>
<td>$17,188/year</td>
</tr>
<tr>
<td></td>
<td>• 20/20Mbps</td>
<td>• 50/50Mbps</td>
<td>• 100/100Mbps</td>
</tr>
<tr>
<td></td>
<td>• Estimated need for an office with 10-15 staff</td>
<td>• Estimated need for an office with 40 staff</td>
<td>• Estimated need for an office with 300 staff</td>
</tr>
</tbody>
</table>

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21 Acrobat Sign does not offer nonprofit pricing. Acrobat Pro with e-sign includes 150 transactions per year. Business and Enterprise plans can be based on the number of users or number of expected transactions.