Appendix F:
Community Plan to End Homelessness

COMMUNITY PLAN TO END HOMELESSNESS

2020–2025

Acknowledgements

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Introduction

In 2015, the community came together to create a roadmap for ending homelessness in Santa Clara County. This plan— which was centered around a collective impact response and the proven Housing First model—set an ambitious goal to create 6,000 new housing opportunities and identified innovative strategies and programs for reducing homelessness.

Supportive Housing System Progress 2015-2019

Thanks to the collective efforts of partners throughout the community, over the past five years, we have done the following:

Helped **8,884 households** resolve their homelessness,

representing **14,132 people**

Doubled the number of supportive housing units in Santa Clara County

Doubled our temporary housing and emergency shelter capacity

Launched a new homelessness prevention system that now serves about **1,000 households annually**

Led a community-wide campaign that has successfully housed more than **1,600 veterans** and engaged nearly **800 private landlords** in the effort
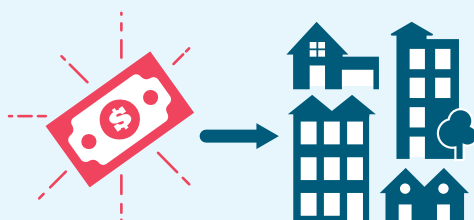
Voters approved **$950 million** to develop affordable housing through the 2016 Measure A Affordable Housing Bond and raised another **$100 million** in private contributions to support the implementation of the community plan

Despite our progress creating a supportive housing system that assists thousands of homeless individuals and families each year, the crisis continues to grow. The systemic factors driving homelessness in our community— from the failed policies at the local, state, and national level to the extreme lack of housing options that are affordable for low-income residents—remain stronger than ever and are pushing more of our neighbors onto the streets every day.

These challenges have been compounded by the novel coronavirus (COVID-19) pandemic that arrived in our community as this plan was in development, making implementation of many of these strategies even more urgent. This public health crisis has ground our local economy to a halt, leaving many more households on the brink of homelessness due to job loss, lack of childcare, and economic uncertainty. The pandemic has also required a massive and immediate response by our crisis response system to quickly ramp up shelter capacity, increase access to hygiene services for people living outside, and protect those people experiencing homelessness who are particularly vulnerable. As a result, as this plan goes into effect, we anticipate there will be many more people experiencing or at risk of homelessness who will need immediate support, which will require our community to continue to be flexible and innovative in our responses to homelessness.

To truly end homelessness in Santa Clara County, we must summon the collective will and resources to not only respond to the current crisis and scale our successful housing strategies, but also address and eliminate the root causes of homelessness in our community.
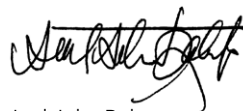
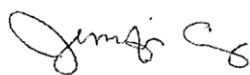## Community Plan Steering Committee Members
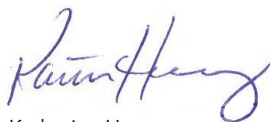
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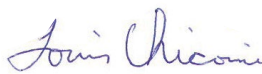
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Our Homelessness Crisis

According to the 2019 Point-in-Time count, there are 9,706 individuals experiencing homelessness on any given night in Santa Clara County.[1] Families with children, seniors, individuals with disabilities, veterans, youth and young adults are all represented in the county's diverse homeless population. More than 80% of these individuals are unsheltered—sleeping outside, in cars, or other places not meant for human habitation. We expect that these numbers will increase over the coming months as the full impact of the COVID-19 pandemic is felt.

The gap between the rich and the poor in our community, combined with the lack of housing development particularly at the lowest income levels, is fueling the homelessness crisis. According to the Public Policy Institute of California, families at the highest income levels in the Bay Area (the 90th percentile) have more than 12 times the income of families at the bottom (the 10th percentile).[2] Those at the bottom rung of the economic ladder have also not shared in the region's significant economic growth. Between 2000 and 2015 in Santa Clara County, workers with earnings in the 10th percentile saw their income decline by 12%.[3]

Earned income growth for full-time wage and salary workers
Santa Clara County, CA: 2000-2015
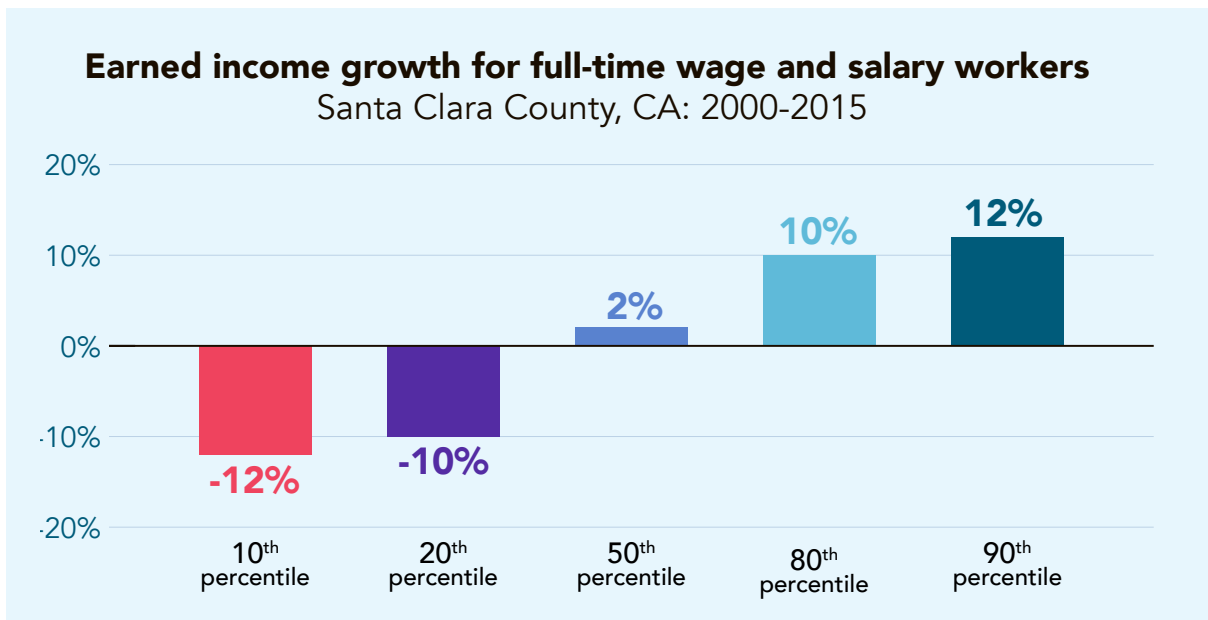
This income inequality has been further exacerbated by the economic slowdown caused by the COVID-19 pandemic as many low-income households living paycheck-to-paycheck struggle to make rent and pay for other basic needs.

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[1] Applied Survey Research, "Santa Clara County Homeless Census & Survey Comprehensive Report 2019." 2019. https://www.sccgov.org/sites/osh/ContinuumofCare/ReportsandPublications/Pages/HomelessnessCensusandSurvey.aspx

[2] Public Policy Institute of California, "Income Inequality in California." 2020. https://www.ppic.org/publication/income-inequality-in-california/

[3] Bay Area Equity Atlas, "Earned income growth for full-time wage and salary workers: Santa Clara County, CA, 2000–2015." https://bayareaequityatlas.org/indicators/income-growth#/?geo=04000000000006085

Compounding the impacts of this inequality is the fact that housing costs are higher than ever and housing that is affordable to the lowest-income families is not being produced. In fact, the National Low-Income Housing Coalition's most recent report, The Gap: A Shortage of Affordable Homes, found that in 2018 there were only 34 affordable and available units for every 100 extremely low-income renter households in the San Jose metro area.[4]

Affordable & Available Rental Homes "Per 100 Renter Households"
San Jose Metropolitan Area: 2018

Category	Value
0 to Extremely Low-Income Threshold	34
0 to 50% of AMI	46
0 to 80% of AMI	80
0 to 100% of AMI	94
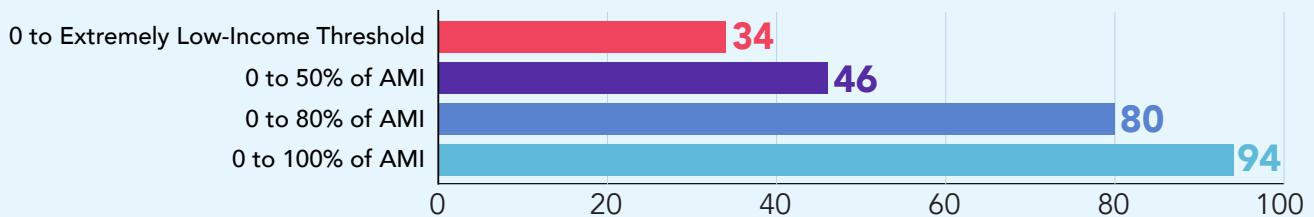
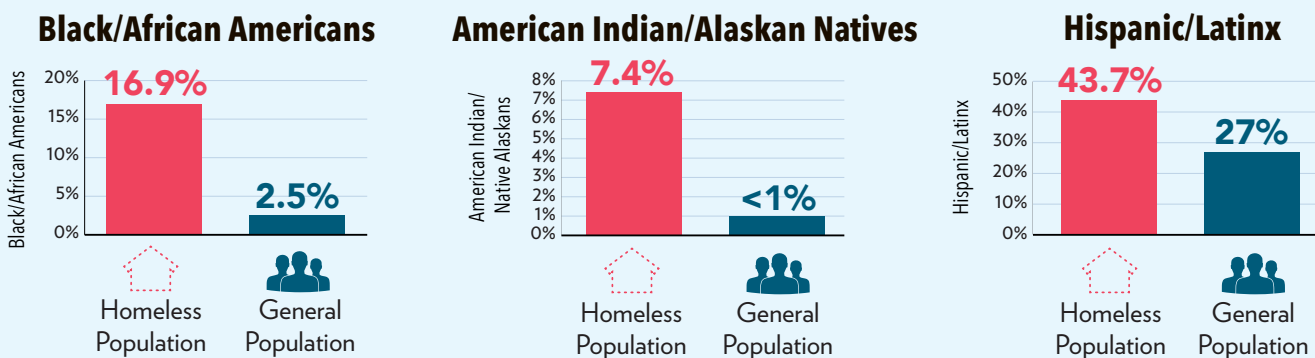In addition, longstanding and structural racial inequities continue to affect who becomes homeless in our community. A recent report commissioned by Destination: Home found that people of color are dramatically more likely than their white counterparts to become homeless in Santa Clara County, and that poverty alone cannot explain disparities in homelessness. For example:

Black/African Americans
Homeless Population: 16.9%
General Population: 2.5%

American Indian/Alaskan Natives
Homeless Population: 7.4%
General Population: <1%

Hispanic/Latinx
Homeless Population: 43.7%
General Population: 27%

While the brunt of this crisis is borne by our unhoused neighbors, we know its impacts are felt much more broadly. Our neighborhoods, first responders, businesses, and environment are also suffering the consequences of our region's severe homelessness crisis.

Even worse, the problem continues to grow as more people are slipping into homelessness than ever before—the result of growing income inequality, gentrification and displacement, rising housing costs, an extreme housing shortage, and a lack of sufficient safety net services to adequately care for the most vulnerable in our community. In fact, for every homeless family or individual we connect to housing, between two and three more are experiencing homelessness for the very first time.

If this trend continues, in addition to the nearly 10,000 individuals currently experiencing homelessness, another 20,000 are at-risk of falling into homelessness over the next five years—far more than our supportive housing system currently has the capacity to serve.

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[4] National Low-Income Housing Coalition, "The Gap: A Shortage of Affordable Homes." 2020. https://reports.nlihc.org/sites/default/files/gap/Gap-Report_2020.pdf

Photo of Villas on the Park. Courtesy of Dahlin Group Architecture Planning and Mark Davidson Photography

Ending Homelessness in Santa Clara County

Solving this crisis is one of the great moral challenges facing us. It will require tremendous effort, new partnerships, and even bolder strategies—and it will require the entire community to be a part of the solution.

We must take immediate actions that can improve the quality of life for the huge number of unsheltered residents in our community. We must increase shelter capacity and increase interim housing options, and we must expand services to meet their basic health and safety needs.

We need to significantly scale our housing development and programs to meet the growing need in our community. This includes building many thousands more supportive housing units, expanding our homelessness prevention strategies, and enhancing the way our supportive housing system serves those in need.

Most importantly, we will never end homelessness in our community if we do not attack the systemic root causes that continually push more of our neighbors into homelessness. As a result, we must address inequitable land use and housing policy to allow every jurisdiction to achieve their Regional Housing Needs Allocation goals for very low and extremely low-income housing production. We must ensure every resident who is able to work can access living wage employment and we must reverse decades-long structural inequities that have driven people of color and other vulnerable residents onto the streets.

> **As we implement the strategies in this plan, we will raise the voices of people with lived experience and share power with our unhoused and recently-housed neighbors. We will focus on policies and programs that reduce racial inequity, in an effort to reverse the disproportionately high rates of people of color who are unhoused.**

None of this will be easy or cheap. In fact, just meeting the affordable housing needs of our community would require several billion dollars. But we cannot accept a future in which thousands of our neighbors are forced to live outside. Every member of our community deserves a safe and stable home—and it is our collective responsibility to make this vision a reality.

Our Plan

The 2020–2025 Community Plan to End Homelessness will serve as our roadmap for ending homelessness in Santa Clara County and is organized around three main strategies:

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

The strategies included in this plan are grounded in evidence-based practices, lessons learned over the past five years, and robust conversation and input from more than 8,000 members of our community; including people with lived experience of homelessness, subject matter experts, key stakeholders, and community members.

In addition, this plan sets aggressive targets designed to reverse the current growth in home-lessness we are experiencing and bring us one step closer to our collective goal of eliminating homelessness in our community.

Our Targets

By 2025, we will:

Achieve a **30% reduction** in annual inflow of people becoming homeless*

House **20,000 people** through the supportive housing system
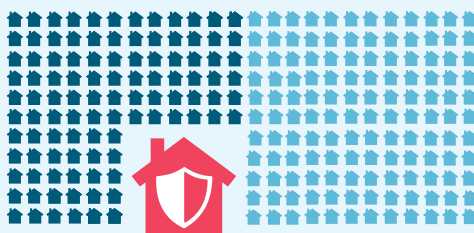
Expand the Homelessness Prevention System and other early interventions to serve **2,500 people per year**

Double temporary housing and shelter capacity to reduce the number of people sleeping outside
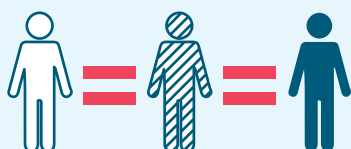
Address the **racial inequities present** among unhoused people and families and track progress toward reducing disparities

*The reduction in annual inflow target was based on annual inflow prior to the COVID-19 pandemic. This target will be reevaluated once the longer term impacts of COVID-19 are known.

The Strategies

Reaching these ambitious goals will require a collaborative community response based on proven, evidence-based strategies to end homelessness as well as innovative approaches that maximize the resources available.

The strategies are organized under three areas of focus that make up the basic framework for the plan.

STRATEGY 1

Address the Root Causes of Homelessness Through System and Policy Change

To end homelessness in our community, we must address its root causes. This plan sets a five-year goal of reducing new unhoused individuals and families in a given year by 30%. The strategies below are targeted to address the entrenched economic and societal causes of homelessness through transformational systemic and policy change. The system we live in has created social, economic, and racial disparities and it will take monumental shifts in policies and priorities to make effective change. While eliminating these disparities across our community will take more than the five years covered by this plan, we can make substantial progress towards this important goal by implementing the strategies below.

1 Ensure that people accessing safety net services have the support they need to obtain and maintain housing.

A Adopt housing screening and referral processes for individuals and families accessing safety net services.

B Expand housing programs for families involved in the child welfare system.

C Expand and diversify housing programs for foster youth to meet their long-term housing needs, so no foster youth become homeless.

D Expand housing resources available to Medi-Cal recipients accessing services in the Specialty Mental Health System.

E Advocate for the state and the federal government to increase funding and access to safety net services.

2 Ensure that people involved in the criminal justice system do not become homeless.

A Support households with incarcerated family members to prevent homelessness.

B Expand existing and develop new housing and workforce development programs to successfully reintegrate people leaving probation, parole, jails, and prisons into the community.

STRATEGY 1 Address the Root Causes of Homelessness Through System and Policy Change
(Continued)

3 Create the conditions to develop enough affordable housing to meet the need in our community.

A Work with cities to change local land use and housing policy to allow for development of more affordable housing and help reverse housing disparities that have negatively impacted people of color.

B Identify underutilized land across the county to be used for dense affordable housing development.

C Prioritize development of housing for extremely low-income individuals and families making 30% of Area Median Income or less and set joint targets.

D Advocate for flexible funding that can speed up and create more affordable housing.

4 Protect residents from evictions, displacement, and housing discrimination.

A Adopt and implement new fair housing plans for the region.

B Strengthen local rent control and tenant protections.

C Provide legal assistance to ensure that individuals and families most severely impacted by the lack of affordable housing, namely people of color, have equal access to housing.

D Create a fund to preserve both naturally affordable and income-restricted affordable housing.

5 Ensure all residents who are able to work have access to living wage employment.

A Support efforts to increase the minimum wage to a living wage in Santa Clara County.

B Partner with corporations to create living wage job opportunities for people who are unhoused or at risk of homelessness.

C Provide training, internships, and mentorships to help people who are unhoused or at risk of homelessness to obtain access to living wage jobs.

D Invest in social enterprises that train and employ people who are unhoused or at risk of homelessness.

6 Expand public and private sector support for ending and preventing homelessness.

A Increase community engagement and support for affordable and supportive housing development throughout the county.

B Provide leadership opportunities for people with lived experience of homelessness to shape how we address homelessness in our community.

C Create a county-wide education campaign that increases awareness of the causes and impacts of homelessness and ongoing efforts to end homelessness.

STRATEGY 2

Expand Homelessness Prevention and Housing Programs to Meet the Need

While Strategy 1 aims to close the gaps in our social safety net and address the other systemic causes of homelessness, we know that there will be some people over the next five years who will still become unhoused due to a severe shortage of affordable and accessible housing. To end homelessness, we will need to continue to build capacity to provide a broad array of housing and services over the next five years.

1 Increase the capacity of supportive housing programs for people experiencing homelessness.

A Expand the supportive housing system to provide housing and services to help 20,000 unhoused people secure stable, permanent housing. Expansion would target the following:

- 7,000 people housed in Permanent Supportive Housing programs that provide long-term support.
- 10,000 people housed through Rapid Rehousing programs that provide short- and medium-term support.
- 3,000 people housed through Housing Problem Solving and other short-term or one-time assistance.

B Develop programs tailored to the needs of specific populations of people experiencing homelessness, including:

- Youth and young adults
- Older adults (55+) and seniors
- Families with children
- Adults (ages 25 to 54) without children

2 Provide a broad range of supports to prevent homelessness.

A Expand the Homelessness Prevention System to prevent homelessness for an additional 7,000 households who are at risk by providing targeted financial assistance and supportive services.

B Provide targeted financial resources to prevent homelessness and eviction for severely rent-burdened residents living in existing affordable units.

3 Create a state-of-the-art supportive housing system.

A Center the voices of people who have lived experience of homelessness, especially people of color, in the policy and program design decisions of the supportive housing system.

B Invest in professional development and competitive pay to attract and retain a highly qualified workforce of homeless service provider staff.

C Incentivize hiring of people who have lived experience of homelessness to reflect the client population—especially people of color and LGBTQI+ persons.

D Increase access to supportive housing programs for people of color by addressing racial bias in our system.

STRATEGY 3

Improve Quality of Life for Unsheltered Individuals and Create Healthy Neighborhoods for All

The first two strategies of the plan seek to end and prevent homelessness for as many people as possible over the next five years. However, the reality is that many people will remain unhoused due to an extreme housing crisis and increasing income inequality. To address this immediate crisis in our community and ensure healthy neighborhoods for all, we must begin by doubling our temporary housing and shelter capacity to serve 2,000 additional households each night and increase investment in health, safety and other basic services to better meet the needs of people living in unsheltered conditions and build connections to housing programs and safety net services offered throughout the county.

1 **Double the number of year-round temporary housing beds and offer a variety of welcoming temporary housing options throughout the county.**

A Build new partnerships to host emergency shelter, safe places to park and access services, and sanctioned encampments that are not swept and include hygiene and supportive services.

B Reduce barriers to shelter such as allowing for pets, storage of personal items, greater privacy, longer stays, and provide higher levels of safety for residents.

C Expand hours at new and existing shelters to remain open during the day.

D Ensure that all families with children under 18 years old who are unhoused have access to emergency shelter or temporary housing.

E Provide more public services in neighborhoods hosting emergency shelter or temporary housing programs.

2 **Increase street outreach, hygiene services, and transportation options to match the needs of unsheltered residents.**

A Increase access to basic hygiene resources, including bathrooms, showers, and laundry

B Increase the number of free public transit passes and other transportation options for people who are unhoused to access services.

C Increase the number of street outreach staff and case managers working in encampments.

D Provide opportunities for people who have lived experience of homelessness to provide peer-to-peer support.

3 **Increase mental health and substance use services.**

A Increase the number of mobile crisis teams with clinical staff, and expand their hours, to support individuals experiencing severe mental health and substance use crises.

B Increase the number of beds available for substance use treatment and provide the follow-up supportive services needed to prevent relapses.

C Increase access to mental health treatment for people who are unhoused and struggling with mental illness.

D Develop a plan to eliminate service access and treatment gaps for unsheltered people struggling with chronic and severe mental illness.

STRATEGY 3 — Improve Quality of Life for Unsheltered Individuals and Create Healthy Neighborhoods for All *(Continued)*

4 Engage a cross-section of community partners to address the needs of unsheltered residents.

A Increase outreach to city and County staff and business and neighborhood associations about available resources to assist people who are unhoused.

B Engage the private sector to contribute funding to support health and safety services and shelter for people who are unhoused.

C Increase coordination between agencies engaging people living in encampments to ensure consistent and humane approaches to encampment resolution.

D Create a referral system where unhoused residents can access information and services, such as available temporary housing and homeless services.

5 Ensure that community spaces are safe and welcoming for housed and unhoused residents.

A Partner with new private sector, community-based, and faith-based organizations to create safe and welcoming community spaces in every community for unhoused people to access services during the day.

B Work with community organizations, cities, County agencies, and neighborhood associations to ensure that public spaces such as parks, libraries, and community centers remain clean, well-maintained, and welcoming to all.

Process Improvements Across Strategies 1, 2, and 3

Throughout our work, we must continue to expand coordination between systems, increase the use of data to improve programs, and increase training opportunities for all partners, including:

- Share data across safety net, criminal justice, and housing systems to better predict and target households who are experiencing homelessness or at risk of homelessness.

- Better utilize data collected in the homeless system of care and across County departments to know what is working well, what programs need improvement, and to identify inequities in the system.

- Provide demographic data, including race and ethnicity, in all reports on homelessness to highlight and address inequities.

- Create accessible dashboards that show our progress and hold our systems accountable.

- Provide trauma-informed care and racial equity/anti-racism training to all staff working with people experiencing homelessness.

- Increase access to services, including providing system navigation resources and training to all staff working with people experiencing homelessness.

- Align racial equity work in the homelessness sector with other racial equity initiatives in Santa Clara County.

- Expand partnerships with corporations, philanthropic institutions, and individual donors to secure private funding to reduce and prevent homelessness.

- Align and coordinate with other community efforts to address homelessness, such as the Homelessness Task Force.

Thank You!

The Community Plan Steering Committee would like to thank the following agencies and staff who participated in the Community Plan Work Group to gather community input and update the community plan:

- County of Santa Clara: Jackie MacLean, Hilary Barroga, Kathryn Kaminski, Hilary Armstrong
- City of San José: Sarah Zárate, Ragan Henninger
- Destination: Home: Ray Bramson, David Low
- City of Morgan Hill: Rebecca Garcia

- City of Mountain View: Wayne Chen
- LifeMoves: Bruce Ives
- Sacred Heart Community Service: Erin Stanton
- Community Solutions: Erin O'Brien

The Steering Committee and Work Group would like to thank the many people who are currently or formerly unhoused who shared their input and experiences to inform the community plan, including the following:

- Lived Experience Advisory Board
- Sacred Heart's Survivors of the Streets

- HomeFirst Sunnyvale Shelter's Client Collaborative
- Clients/residents from Hope's Corner, Bill Wilson Center, New Haven Inn, and Second Street Studios

The Steering Committee and Work Group would like to thank the following community stakeholders, agencies, and organizations for participating in the process:

- Abode Services
- Alta Vista High School
- Amigos de Guadalupe
- Anthem Blue Cross
- Bill Wilson Center
- Bitfocus
- Catholic Charities of Santa Clara County
- Charities Housing
- Cisco
- Cities Association of Santa Clara County
- City Team
- City of Cupertino
- City of Morgan Hill
- City of Mountain View
- City of Palo Alto
- City of San José
- City of Milpitas
- City of Santa Clara
- Community Services Agency

- Community Solutions
- County of Santa Clara:
  - o Behavioral Health Services
  - o Office of the District Attorney
  - o Probation Department
  - o Public Defender Office
  - o Public Health Department
  - o Reentry Services
  - o Santa Clara Valley Medical Center
  - o Social Services Agency
  - o Office of Supportive Housing
  - o Office of Equity and Social Justice
  - o Offices of Supervisors Cindy Chavez, Dave Cortese, Susan Ellenberg, Joe Simitian, and Mike Wasserman
  - o Valley Homeless Healthcare Program
- David and Lucile Packard Foundation
- Destination: Home
- Dependency Advocacy Center

- Downtown Business Association
- Downtown Streets Team
- EAH Housing
- East Side Union High School District
- Family Supportive Housing
- First Community Housing
- Gilroy Compassion Center
- HomeFirst
- Housing Trust Silicon Valley
- Humane Society of Silicon Valley
- Hunger at Home
- Kaiser Permanente
- Kids in Common
- Law Foundation of Silicon Valley
- LifeMoves
- LinkedIn
- Los Altos Community Foundation
- Mental Health Systems
- Next Door Solutions
- On Lok
- PATH
- Razing the Bar
- Resources for Community Development

- Santa Clara County City Managers Association
- Santa Clara County Housing Authority
- Santa Clara County Office of Education
- Santa Clara County Domestic Violence Advocacy Consortium
- Santa Clara Family Health Plan
- Sacred Heart Community Service
- Salvation Army
- Silicon Valley Community Foundation
- Silicon Valley Council of Nonprofits
- Silicon Valley at Home
- Silicon Valley Independent Living Center
- Silicon Valley Organization
- South Bay Coalition to End Human Trafficking
- Spectrum Equity
- St. Joseph Family Center
- Sunnyvale Community Services
- The Health Trust
- United Way Bay Area
- U.S. Department of Veterans Affairs
- West Valley Community Services
- YWCA of Silicon Valley

COMMUNITY PLAN TO
END HOMELESSNESS
IN SANTA CLARA
COUNTY

2015-2020

WHAT WE WANT

A community in which all residents have access to appropriate and affordable housing and the support they need to retain it. We can end homelessness.

WE KNOW HOW.

WHO WE ARE

LOCAL ELECTED OFFICIALS
JOB TRAINING
BENEFITS
PRIVATE FOUNDATIONS
PUBLIC TRANSIT
HOUSING DEVELOPERS
ENVIRONMENTAL ADVOCATES
CITIZENS
HEALTH CARE PROVIDERS
END HOMELESSNESS
DESTINATION: HOME
EDUCATION
LOCAL CITIES
HOUSING & SERVICE PROVIDERS
LANDLORDS
FAITH BASED
CASE WORKERS
LAW ENFORCEMENT
EMPLOYERS
ORGANIZATIONS
VA

ABOUT THIS PLAN

This plan exists to create a community-wide roadmap to ending homelessness for the next five years. This plan will guide governmental actors, nonprofits, and other community members as they make decisions about funding, programs, priorities, and needs. This plan was created in April-August 2014 after and through a series of community summits related to specific homeless populations and homeless issues in Santa Clara County, including summits related to:

Youth   Families   Veterans   North County   South County   Environmental advocates

Discharging institutions (health care, mental health, corrections)

Nonprofit board members   Disruptive thinking about housing

An implementation body will use this plan as a guide to create an annual community action plan that will provide the "how" to this plan's "what." In 2014, the annual action plan has been heavily informed by the information provided by community members at the summits.

OUR VISION: No one lives outside.

It can happen to anyone: a job loss; a medical condition; missing a rent payment; falling behind and finding that you have nothing to fall back on. There are many ways someone can become homeless and only one way to really solve it. Homelessness doesn't end when we clear out an encampment or when we hand out blankets. Homelessness ends when everyone has a home.

In our community, a public-private partnership has been formed and already started removing traditional institutional barriers, creating new ways to provide accessible and affordable housing and defying convention in finding homes for many people, but there is still more to be done. It is time for our successes to be brought to scale.

Silicon Valley doesn't give up when there's a challenge. We solve it.

Over the last decade, Santa Clara County has gradually organized around a community-wide effort to address homelessness. In 2003, the City of San Jose completed a Homeless Strategy designed to eliminate chronic homelessness by focusing on prevention, rapid rehousing, wraparound services and proactive efforts. That led to Santa Clara County's 2005 Ten Year Plan to End Homelessness, and the 2008 Blue Ribbon Commission culminating in the establishment of Destination: Home as the public-private partnership vehicle to implement these strategies, resulting in a 2011 campaign geared towards ending chronic homelessness. Time and results have taught us that of the strategies laid out in 2003, access to housing is what works.

We can end homelessness. We know how. Move people into homes and align the support services they need to be successful and the cycle of homelessness stops.
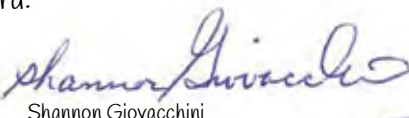
Over the last two years, our coordinated effort proved that a Housing First model works in Santa Clara County. It demonstrated what national experts have known for years: it's cheaper to permanently house someone than to continually care for them while they live on the street. Lasting inter-agency partnerships have been forged and a new table of local leadership emerged to tackle our toughest barriers. With the momentum of this short term campaign, a singular question presented itself, "How many people should we leave on the streets?" The immediate and definitive answer our leaders delivered was, "None."

Ten years of progress has brought Santa Clara County to this point in time. We have **new collaborative cross sector partnerships**. We have a track record of success with **a new housing system**. We have **new tools** to engage both public and private sector funders. The public is demanding a real solution to homelessness and we are dedicated to delivering one. It's time to reimagine homes and rebuild lives. **We can end homelessness**. This is how we start.
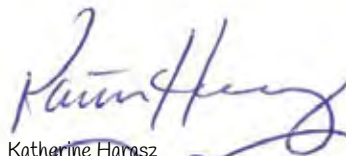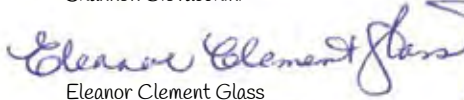
The Destination: Home Leadership Board:

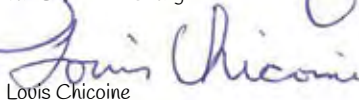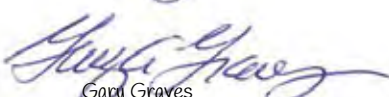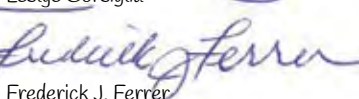|		
Chris Block	Shannon Giovacchini	Katherine Harasz
Jan Bernstein Chargin	Eleanor Clement Glass	John A. Sobrato
Louis Chicoine	Beau Goldie	Ben Spero
Leslye Corsiglia	Gary Graves	Ted Wang
Frederick J. Ferrer		
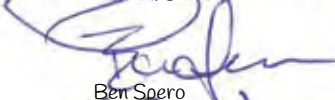
HOW CHANGE WILL HAPPEN:

1 DISRUPT SYSTEMS

Develop disruptive strategies and innovative prototypes that transform the systems related to housing homeless people.

2 BUILD THE SOLUTION

Secure the right amount of funding needed to provide housing and services to those who are homeless and those at risk of homelessness.
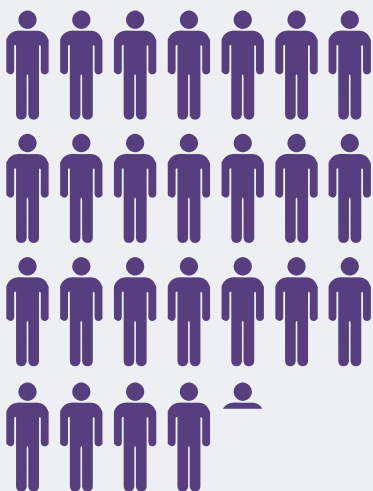
3 SERVE THE PERSON

Adopt an approach that recognizes the need for client-centered strategies with different responses for different levels of need and different groups, targeting resources to the specific individual or household.

OUR TARGETS:

CHRONICALLY HOMELESS:

2,518 Will Be Housed

In the 2013 Santa Clara County Point In Time (PIT) count, there were 2518 chronically homeless people, not including veterans.

VETERANS:

718 Will Be Housed

In the 2013 PIT count, 718 veterans were homeless.

One 👤 represents 100 people

CHILDREN, YOUTH, AND FAMILIES:

>2,333 Will Be Housed
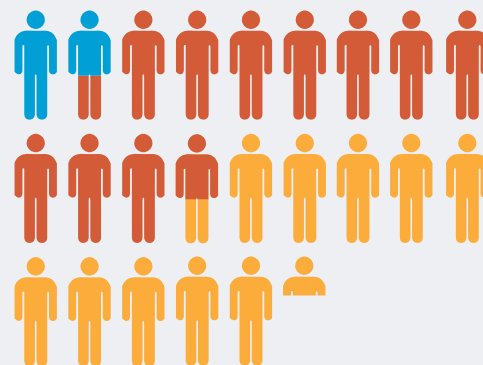
In the 2013 PIT count, 1,266 unaccompanied youth under the age of 25 were identified, of which 164 (13%) were under 18. Also, there were 1,067 homeless individuals living in 349 families with at least one child under 18.

1 DISRUPT SYSTEMS

ACT FAST. STOP MANAGING AND START ENDING HOMELESSNESS.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
TRANSFORM THE WAY GOVERNMENT RESPONDS TO HOMELESSNESS	Rethink how government organizes to respond to homelessness	Independent, siloed responses from each government system, each focused on one piece of the puzzle (e.g., health care, income)	Regionally coordinated resources and funding with all systems accountable for moving people into housing
	Ensure people leaving systems do not become homeless	Some homeless people leave systems (corrections, hospitals, mental health, foster care) without a next step in place	At discharge, all individuals have a plan for permanent housing and none are discharged to the streets
	Increase access to benefits for people who are homeless or at risk of homelessness	In 2013, 35% of homeless people received no government benefits	Homeless and at-risk individuals access all income and service benefits for which they are eligible
INCLUDE THE PRIVATE SECTOR AND THE COMMUNITY IN THE SOLUTION	Increase awareness	People in the private sector and community often see homelessness as an intractable and remote problem	Community members will understand their role in responding to homelessness and know it is solvable
	Increase and align private resources	Overall, private funding is unpredictable and working towards diverse goals	There is a coordinated funding strategy across the community, increasing funding, working towards the same goals, and relying on best practices
	Provide opportunities for the business sector to address homelessness	Businesses, often unintentionally, create barriers to ending homelessness	Businesses are partners in housing and employing people who are homeless
	Collaborate with community organizations	Some community groups target their resources to short-term responses	Informed community groups partner with other sectors to support efforts that end homelessness
	Engage with the environmental community to reduce the environmental impacts of homelessness	Unsheltered homelessness negatively impacts the environment and waterways and reduces the value of a community resource	This community has restored the environment, providing employment/housing opportunities for those formerly living in encampments

1 DISRUPT SYSTEMS

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
THE BEST HOMELESS SYSTEM OF CARE	Coordinate housing and services to connect each individual with the right housing solution	Homeless people may call many providers and sit on several waiting lists before they get housed and many families become homeless when it could be avoided	People who are homeless or at risk of homelessness get connected directly to the right resource for them
	Respond to system barriers and service gaps by making the best use of existing assets	There are many homeless programs and responses in this community, but no great way of knowing what works best, with lots of people still living outside	Community-wide, outcome-based decisions about the best programs and structures to meet community needs are made and implemented
	Partner across public and private sectors to improve systemic coordination	The private and public sectors operate independently, resulting in a patchwork of funding, priorities, and outcomes	Private sector and public sector funding is mutually supportive, creating a system of care that's internally consistent
	Increase provider capacity	Homeless providers want to end homelessness, but may not have the resources to do that	All homeless providers have sufficient resources to successfully implement programs that end homelessness

Managing Homelessness

Ending Homelessness

Hospitalizations/ Chronic illness

Military Discharges

Mental Health Services

Job Loss

Addiction/ Failed treatment attempts

Housing First *

Streets/ Encampments

Rent Increases

Incarcerations

Shelter Stays

Debt

* **Housing First** centers on providing people experiencing homelessness with housing as quickly as possible – and then providing services needed to maintain their housing. This approach has the benefit of being consistent with what most people experiencing homelessness want and seek help to achieve.

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2 BUILD THE SOLUTION

SCALE THE RESOURCES TO MEET THE NEED.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
CREATE **NEW HOMES** AND OPPORTUNITIES FOR HOMELESS MEN, WOMEN, AND CHILDREN	Create 6,000 housing opportunities	There are approximately 6,000 people in our three target populations who do not have homes	People who are homeless have 6,000 more housing opportunities available to them
	Fund supportive services for the new housing opportunities	People who are homeless, even if they have housing, often cannot maintain it without case management, health care, and financial services	Each of the 6,000 new tenants has access to the services that will allow him or her to maintain housing

UNIQUE APPROACHES TO UNIQUE POPULATIONS

③ SERVE THE PERSON

GIVE PEOPLE WHAT THEY NEED, NOT WHAT WE HAVE.
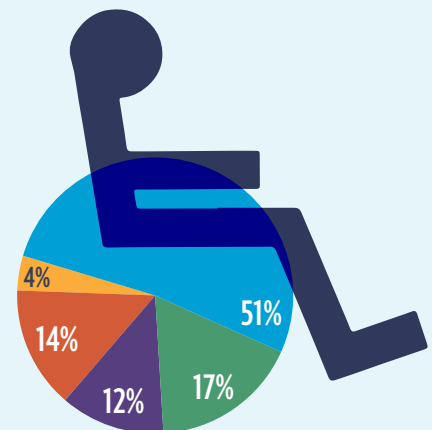MORE EFFECTIVE, MORE EFFICIENT, MORE HUMANE.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
DIFFERENT RESPONSES FOR DIFFERENT LEVELS OF NEED	Provide permanent supportive housing to end chronic homelessness	Many disabled people who have lived outside, sometimes for years, need housing that responds to their conditions	Chronically homeless people can access permanent supportive housing with intensive case management and wrap-around services
	Expand rapid rehousing resources to respond to episodic homeleness	Some people in our community experience repeated bouts of homelessness and are not able to stabilize with the resources available to them	Households with barriers to housing can access a temporary housing subsidy and step down services that are structured to end homelessness for that household for good
	Prevent homelessness before it happens	There are not enough resources available to help people avoid homelessness, or avoid homelessness again	Households at risk of homelessness have access to homeless prevention resources: housing stability services, emergency rental assistance, financial literacy, & landlord/tenant assistance and employment assistance and employment support services: child care, transportation, job training & placement

64% of 2013 survey respondents reported a unique challenge.

UNIQUE CHALLENGES

- Mental illness*
- Substance abuse
- Chronic physical illness
- Physical disability
- Developmental disability

*Mental illness includes PTSD, depression, and other mental illnesses including bipolar and schizophrenia. Note: Multiple response question, numbers will not total to 100%.
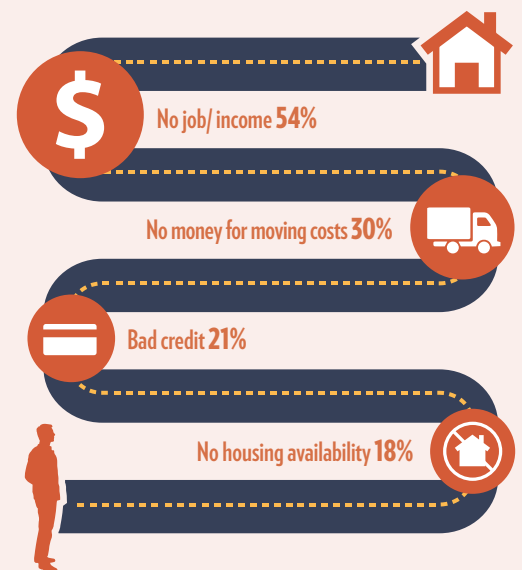
51%
17%
12%
14%
4%

Source: Applied Survey Research. (2013). Santa Clara County Homeless Census & Survey. Watsonville, CA. For more detail or to view the comprehensive report, please visit www.appliedsurveyresearch.org.

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3 SERVE THE PERSON

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
UNIQUE APPROACHES FOR **UNIQUE POPULATIONS**	Create bridges and supports for populations who struggle to function within the homeless system of care	Certain populations have specific barriers to accessing the resources available to them to end their homelessness: • Veterans • Persons living with HIV/AIDS • Persons with serious mental ilness • People with diabilities	Resources support all homeless subpopulations to access housing and make best use of their specific benefits, employment, housing opportunities, and access to food and healthcare
	Structure housing and services to meet the needs of young people experiencing homelessness	Youth, children, and families are failed by several systems of care when they become homeless, and young people are underserved by a homeless system designed to meet adult needs	Systems of care work together to support housing and services that meet the needs of families, children, and youth, including robust prevention programs
	Make resources available in all parts of the County	North & South County do not have many housing options, nor adequate access to county services, and transportation is limited	Housing and services are available to people living in North & South County, in their communities

WHAT MIGHT HAVE PREVENTED RESPONDENTS' HOMELESSNESS

34% $ Rent/Mortgage Assistance

42% Employment Assistance

24% Mental Health Services

21% Alcohol/Drug Counseling

OBSTACLES TO SECURING PERMANENT HOUSING

No job/ income **54%**

No money for moving costs **30%**

Bad credit **21%**

No housing availability **18%**

THANK YOU!

Each summit was attended by a variety of stakeholders that donated their time to ensure that this plan includes input from the full community.

PLANNING PARTNERS INCLUDED:

Abode Services

ACT for Mental Health

Audubon Society

Bill Wilson Center

California Water Boards

Office of Supervisor
Dave Cortese

California Youth Connection

Catholic Charities
of Santa Clara County

City of Gilroy

City of Milpitas

City of Morgan Hill

City of San Jose

City of Sunnyvale

The Commonwealth Club

Community Solutions

Community Technology Alliance

Community Working Group

The David & Lucille
Packard Foundation

Destination: Home

Downtown Streets Team

Family Supportive Housing, Inc.

Gilroy Compassion Center

Goodwill of Silicon Valley

Office of Assemblyman
Rich Gordon

Greenbelt Alliance

The Health Trust

HomeAid Northern California

HomeFirst

Hospital Council of
Northern California

Housing Authority of the
County of Santa Clara

Housing Trust Silicon Valley

InnVision Shelter Network

Kaiser Permanente

Law Foundation of
Silicon Valley

Purissima Hills Water District

Restore Coyote Creek

St. Joseph's Family Center

St. Mary Parish Gilroy

San Jose State University

Santa Clara Adult Education

Santa Clara County Office
of Reentry Services

Santa Clara County
Creeks Coalition

Santa Clara Valley
Medical Center

Santa Clara Valley
Water District

Office of Supervisor
Joe Simitian

The County of Santa Clara

Second Harvest Food Bank

Silicon Valley Children's Fund

Silicon Valley
Community Foundation

Silicon Valley
Community Partnership

Sobrato Philanthropies

South County Collaborative

Stanford Hospital

Sunnyvale Community Services

Swords to Plowshares

United Way Silicon Valley

Valley Homeless
Healthcare Program

Veterans Administration, Palo Alto
Healthcare System

Water and Power Law Group PC

West Valley Community Services

Taking this plan forward,
THE 2014 IMPLEMENTATION GROUP INCLUDES:

Alison Brunner, Law Foundation of Silicon Valley

Beth Leary, Family Supportive Housing

Chris Elias, Santa Clara Valley Water District

Eileen Richardson, Downtown Streets Team and
Community Technology Alliance

Elise Cutini, Silicon Valley Children's Fund

Ellen Clear, The David and
Lucile Packard Foundation

Erin Gilbert, Charles and Helen
Schwab Foundation

Erin O'Brien, Community Solutions

Frederick J. Ferrer, The Health Trust

Javier Aguirre, Santa Clara County Office
of Reentry Services

Jeff Ruster, City of San Jose Work2Future

Jennifer Loving, Destination: Home

Jenny Niklaus, HomeFirst

Julie Gantenbein, Water & Power Law Group PC

Karae Lisle, InnVision Shelter Network

Kate Severin, Department of Veterans Affairs

Katherine Harasz, Housing Authority
of the County of Santa Clara

Kevin Zwick, Housing Trust Silicon Valley

Ky Le, County of Santa Clara

Leslye Corsiglia, City of San Jose

Louis Chicoine, Abode Services

Michael Fallon, San Jose State Universtiy

Michael Fox, Goodwill Industries

Poncho Guevara, Sacred Heart
Community Services

Rick Williams, Sobrato Family Foundation

Roberta Rosenthal, Department
of Veterans Affairs

Sara Doorley, Valley Healthcare
for the Homeless

Shiloh Ballard, Silicon Valley
Leadership Group

Sparky Harlan, Bill Wilson Center

Our gratitude to each of you for your work and dedication to ending homelessness together.

DESTINATIONHOMESCC.ORG

ATTACHMENT B: 2015 Implementation Report

COMMUNITY PLAN TO END HOMELESSNESS IN SANTA CLARA COUNTY
2015-2020

ANNUAL IMPLEMENTATION GUIDE
FOR 2015

Community Plan to End Homelessness in Santa Clara County (2015-2020)
Annual Implementation Guide for 2015

The Annual Implementation Guide (referred to as "Guide" throughout this document) for 2015 of the Community Plan to End Homelessness (referred to as "Community Plan" throughout this document) in Santa Clara County (referred to as "County" throughout this document) was developed by the Implementation Workgroup in Fall of 2014 and was informed by summits that occurred in the Spring and Summer and a community Open House in September. In addition to the action steps for the first year, this guide includes follow up action steps that will be incorporated in future annual implementation guides. It is anticipated that the guide will be a living document that will continue to adjust during the year.

Summary of Community Guide

DISRUPT SYSTEMS

1.1 Transform the Way Government Responds to Homelessness

- A. Rethink how government organizes to respond to homelessness
- B. Ensure people leaving systems do not become homeless
- C. Increase access to benefits for people who are homeless or at risk of homelessness

1.2 Include the Private Sector and the Community in the Solution

- D. Increase awareness
- E. Increase and align private resources
- F. Provide opportunities for the business sector to address homelessness
- G. Collaborate with community organizations
- H. Engage with the environmental community to reduce the environmental impacts of homelessness

1.3 Create The Best Homeless System of Care

- I. Coordinate housing and services to connect each individual with the right housing solution
- J. Respond to system barriers and service gaps by making the best use of existing assets
- K. Partner across public and private sectors to improve systemic coordination
- L. Increase provider capacity

BUILD THE SOLUTION

2 Create New Homes and Opportunities to House Homeless Men, Women, and Children

- M. Create 6,000 Housing Opportunities
  Fund supportive services for the new housing opportunities

SERVE THE PERSON

3.1 Different Responses for Different Levels of Need

- N. Provide permanent supportive housing to end chronic homelessness
- O. Expand rapid rehousing resources to respond to episodic homelessness
- P. Prevent homelessness before it happens

3.2 Unique Approaches for Unique Populations

- Q. Create bridges and supports for populations who struggle to function within the homeless system of care
- R. Structure housing and services to meet the needs of young people experiencing homelessness
- S. Make resources available in all parts of the County

Annual Implementation Guide

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
	STRATEGY 1: DISRUPT SYSTEMS			
	Government			
A	*Rethink How Government Organizes*			
A1	**JURISDICTIONAL COORDINATION:** Get agreement from local governments to coordinate funding for homeless services and housing and to implement a coordinated housing strategy	• Each jurisdiction creates housing opportunities as stated in guide • If needed, consider other organizational structures for coordinating strategy (e.g., Joint Powers Authority)	**County of Santa Clara** • All 15 Jurisdictions • HACSC • SV Water District • Valley Transportation Authority	• The Community Plan is presented to and approved by all 15 cities, County of Santa Clara, Housing Authority of County of Santa Clara and Santa Clara Valley Water District • Housing production goals and a detailed housing creation plan are created *(See related activity M1 below)*
A2	**INTERAGENCY COORDINATION:** Work to coordinate efforts and establish meaningful roles and responsibilities for County departments, city agencies (e.g., police, parks), and other governmental agencies in ending and preventing homelessness.	• Expand and enhance inter-departmental and inter-jurisdictional coordination of services • Consider the formation of an Interagency Council to support other specific goals of the strategic plan and to increase accountability	**County Executive** • Director, SSA • Director, DBHS • Office of Supportive Housing • Director, Ambulatory Care Health Services • HACSC • Cities	• Service intersections and overlap among departments and agencies is understood, and gaps are identified • Progress is made on developing community-wide performance measures related to homelessness

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
A3	**OFFICE OF SUPPORTIVE HOUSING:** Establish the County's role in housing and homelessness by creating an Office of Supportive Housing, defining its role in creating housing opportunities, and clarifying its role in responding to homelessness	Year one work is expected to lead to identification of next steps (*See also other guide activities lead by Office of Supportive Housing or Collaborative Applicant*)	**County of Santa Clara**	• A coherent and comprehensive set of policies are developed that support the development of Extremely Low Income (ELI) and Permanent Supportive Housing (PSH) • An ongoing revenue source for ELI and special needs housing is identified
A4	**COST STUDY:** Complete a cost study to understand the costs of homelessness on all local government systems of care and use it to help analyze the long-term savings connected to meeting the targets of the Guide (*See related activity I1 below*)	• Based on the cost study's findings, evaluate how to reinvest and redistribute local resources	**Office of Supportive Housing/ Destination: Home** • County departments • City departments (e.g. policy, fire, housing) • Jurisdictions	• An analysis of the long-term savings from Guide implementation is completed (anticipated completion date of January 2015)
A5	**SURPLUS LAND:** Identify available government surplus land that could be used for temporary or permanent homes and begin conversations with local entities to use these properties for developments that serve homeless individuals and families	• Continue to work with local governments to develop housing strategies for government surplus land	**Destination: Home** • County Departments • City departments (e.g. policy, fire, housing) • Jurisdictions	• A list of all surplus lands appropriate for PSH and ELI housing is compiled • A strategy for how to obtain land that sites the maximum possible units is completed

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
B	*No One Discharged to Homelessness*			
B1	**DISCHARGE PLANNING:** Analyze and understand discharge planning procedures in: • Jails and Prisons • Foster care, and • Hospitals (mental health and general health) Work to implement streamlined and consistent discharge procedures at local hospitals	• Improve and streamline discharge planning procedures in each system of care • From discharging locations, streamline access to life stabilization resources and immediate placement in housing through coordinated assessment	**Collaborative Applicant (Office of Supportive Housing)** • County Departments • City departments (e.g. policy, fire, housing) • County • Systems of care • Hospital Council	• The scope of systemic discharges to homelessness from each system of care is researched and understood, including the number of people being discharged from systems, and the resources available to help them • Confirm that all systems have policies in place regarding discharge to homelessness, and confirm that all policies and procedures are followed by staff • Improved discharge procedures and plans are in place for local hospitals, with shared available resources
C	*Increase Access to Benefits*			
C1	No planned activities in year one at this time	• Expand mobile integrated service teams that enable homeless persons to apply for benefits and receive a variety of services (health/behavioral health, drug and alcohol treatment, housing placement services) from one team • Consider uniform application for locally determined benefits	**To be determined** • SSA	No planned activities in year one at this time
	Private Sector/Community (1.2)			
D	*Increase Awareness*			
D1	**BRANDING CAMPAIGN:** Conduct a branding campaign to make homelessness relatable and solvable	• Allocate resources to support messaging adoption • Use branding as part of housing creation campaign	**Destination: Home** • Universities and colleges • Community based organizations • Media	• A branding campaign is launched and messaging is adopted by a wide variety of stakeholders

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
E	*Align Private Resources*			
E1	**PHILANTHROPIC PARTNERSHIPS:** Commitment to cause across private funders to align funder goals, expectations, allocation of resources, and performance measures with ongoing Community Plan implementation	• Partner with jurisdictions and providers to create innovative housing/services • Create funding partnerships to achieve shared performance goals and encourage partnerships between philanthropy and government •	**Sobrato Philanthropies** • SVCF • Local and National Foundations • Corporate Philanthropy • Silicon Valley Leadership Group	• Complete evaluation about the feasibility of a funding partnership and a decision is made about the form and potential partners • Partnership body begins to work together toward shared outcomes
F	*Opportunities for Business Sector*			
F1	**LANDLORDS:** Collaborate with rental property owners in the County, both market-rate and affordable to: • Increase available housing options and • Respond to housing barriers (e.g., credit and criminal history) (*See related activities I1 and M1 below*.)	Year one work is expected to lead to identification of next steps	**Housing Authority of County of Santa Clara** • Landlords • Responsible Landlord Initiative • Downtown Streets Team • Community based organizations	• Private units for all available rental subsidies are located (*# to be added*) • An outline of barriers to housing (see coordinated assessment) is developed, and strategies are created to respond
G	*Collaborate with Community*			
G1	**APPLICATION:** Develop and launch an application to coordinate food donations in City of San Jose	• Adopt technology solutions to connect community members and organizations that want to provide resources to agencies and people that need help	**City of San Jose** • Silicon Valley Talent Partnership • Universities and Colleges (*Matthew Bahls*)	• A food application is launched to connect people who wish to donate food with those who need food

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
H	*Engage Environmentalists*			
H1	**ENVIRONMENT IMPACTS:** Engage partners and develop and use a model to reduce environmental damage caused by homeless encampments throughout the County and in all its cities	Year one work is expected to lead to identification of next steps.	**Santa Clara Valley Water District** (*Chris Elias*) • Environmental advocates • Jurisdictions	• Outreach efforts are expanded to train and educate homeless persons as environmental stewards • Identify resources to support stewardship • The model of clearing encampments used by San Jose is expanded to two additional sites in the County

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
	Best Homeless System of Care (1.3)			
I	_Connect to Right Housing Solution_			
I1	**COORDINATED ASSESSMENT:** Implement a coordinated assessment system through which all individuals and households seeking housing or services in the homeless system of care are assessed, prioritized, and triaged for housing and services based on their needs using data-informed assessment tools	_Expand System_ • Expand coordinated assessment system to include cross-system coordination (health care, mental health, benefits) • Ensure that mainstream systems of care collect and record housing status consistent with homeless management information system definitions and categories of homelessness to ensure consistent terminology _Analyze and Use System Data in Decision-Making_ • Reallocate housing resources and services to best respond to needs made apparent through coordinated assessment system data • Analyze impact of Triage Tool, and redistribute funds to support housing and services needed for such individuals • Identify and address barriers to temporary housing options systemically (pets, sober living, privacy, etc.) _Improve Use of Housing/Service Resources_ • Work to specifically target housing resources to the individual or family most in need of support that would succeed with that resources • Ensure basic needs of households are met (e.g., health care, food) • Develop step-down plan for people no longer in need of supportive housing (_See related activity N1 below_)	**Collaborative Applicant (Office of Supportive Housing)** • Housing providers • Shelter providers • Service providers • Jurisdictions • Systems of care • Continuum of Care (CoC) Coordinated Assessment Committee • City of San Jose	• Coordinated assessment system is functioning countywide • Triage Tool (an output of the Cost Study that will indicate which individuals are likely to be most costly to the County) is implemented in housing placement decisions by coordinated assessment system • Coordinated assessment system collects data which is analyzed to identify gaps in the system of care • Coordinated assessment system is effective at reducing placement time and making more accurate, successful placements than current system

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
J	*Best Use of Existing Assets*			
J1	**PHYSICAL ASSETS:** Review physical assets of existing homeless organizations to understand their usage and financial feasibility and possible repurposing	Year one work is expected to lead to identification of next steps	**Destination: Home/ City of San Jose** • Office of Supportive Housing Shelter Providers	• Asset Study is complete and next steps are identified
J2	FINANCAL ASSETS: Aligning with HUD expectations of a collaborative applicant, analyze how federal funds (including CoC, Emergency Shelter Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA), HUD Veterans Affairs Supportive Housing Program (HUD-VASH), Supportive Services for Veteran Families(SSVF), Homeless Veteran Rehabilitation Program (HVRP), Home Investment Partnerships Program (HOME), Community Development Block Grants (CDBG), Emergency Food and Shelter Program (EFSP), Veterans Affairs (VA), Department of Labor (DOL))are used locally and work with jurisdictions and other bodies distributing funds to ensure such funds are coordinated and targeted to areas of greatest need	• Maintain annual activity of evaluating use and targeting of federal funds	Collaborative Applicant (Office of Supportive Housing) • CoC Board • City of San Jose	• Financial resources are realigned and coordinated to ensure that they address the greatest needs and that allocation of funds is data driven

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
K	*Public Private Partnership*			
K1	**EMPLOYMENT:** • Create and implement a countywide homelessness employment strategy to improve access to employment opportunities for homeless persons • Evaluate efficacy of Social Services Agency (SSA)/Work2Future employment pilot program	Year one work is expected to lead to identification of next steps	***Leadership Opportunity (TBD)*** • Silicon Valley Leadership Group • Work2Future • SSA • Goodwill • Downtown Streets Team • Silicon Valley Talent Partnership • Joint Venture • Downtown Association • Chambers of Commerce • Buildings and Construction Trades Council • South Bay Labor Council • NOVA	• Employment study is completed and the results are evaluated for potential partnerships • Work2Future and SSA Pilot program is implemented to connect clients with employment
L	*Increase provider capacity*			
L1	**PSH PROVIDER/DEVELOPERS:** Increase the region's capacity to develop new PSH (*See related activity M1 below*)	• Develop pipeline of PSH	**Office of Supportive Housing** • Destination: Home • Silicon Valley Council of Nonprofit • Housing Trust • City of San Jose • CoC Training Workgroup	• A scan of local nonprofit capacity to develop and manage PSH is completed • If needed, outreach to developers with PSH experience to build units or train and mentor existing entities

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
L3	**DATA:** Create a data driven culture among homeless housing and service providers • Improve efforts to share, integrate, and coordinate data throughout the community, including through improving the use of and reliability of Help Management Information System (HMIS) data for decision-making • Transfer the role of HMIS Lead for Continuum of Care activities to Office of Supportive Housing to improve coordination of data • Replace HMIS software system with a system with more capacity respond to our community needs		**CoC Collaborative Applicant (Office of Supportive Housing)** • Providers • Jurisdictions • County departments • Community Technology Alliance • Silicon Valley Council of Nonprofit • HMIS	• Increased use of HMIS data for decision-making at program and system levels is demonstrated. • Community-wide performance measures will be identified and a system will be created to report progress • HMIS Lead will be Office of Supportive Housing • HMIS software will be replaced with improved system
	STRATEGY 2: BUILD THE SOLUTION			
M	***6000 Units & Related Services***			
M1	**6000 UNITS:** Create and begin to implement a campaign that creates 6,000 new housing opportunities for homeless people, including: • New development (encompassing extremely low income units) • Existing units • Use of rental subsidies • Permanent supportive housing • Rapid rehousing • Innovative housing options, such as tiny houses, and • Services to support housing retention as needed in all units	• Focus on development of PSH/Housing First (*See related activity N1 below.*) • Set annual targets for allocation of Housing Choice Vouchers to create housing opportunities • Create housing opportunities suitable to men and women with 290 sex offender status, by identifying potential locations and scale of housing need (*See also Strategy 3.2*)	**Destination: Home** • Jurisdictions • Office of Supportive Housing • Housing Authority • Funding partnerships	• A housing financing and development plan to create 6,000 housing opportunities is completed and implementation begins

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
M2	**FUNDING:** Assess, identify and plan for options to create a funding stream for the development of affordable and supportive housing	• Lead a campaign to create new funding mechanisms, including a potential housing bond, parcel tax, and sales tax measure • Investigate and access non-traditional funding sources and new sources of funding, like the Affordable Care Act (ACA) • Develop and implement an advocacy strategy to bring resources to the County to address housing need (e.g., 1115 to access ACA funding for services) • Implement creative efforts to use funding differently • Create collaborations with the environmental advocacy community that respond to shared goals	**Destination: Home** • County • Funding partnerships • Public Partners • San Jose State University	• The feasibility study of the housing implementation plan is completed • The silent phase of the campaign is launched
	STRATEGY 3: SERVE THE PERSON			
	Different levels of need (3.1)			
N	*PSH for CH*			
N1	**HOUSING 1000:** Institutionalize and expand the Housing 1000 strategy of direct access to permanent supportive housing for chronically homeless households	• Develop opportunities for meaningful daytime activity for chronically homeless households • Build ability and desire of housing first tenants to move to other, less service intensive housing	**Office of Supportive Housing**	• The Office of Supportive Housing assumes oversight of the coordinated assessment system and the Care Coordination Project, centralizing the access point for chronically homeless households
O	*RRH for Episodic*			
O1	**CALWORKS**: Implement the CalWORKS rapid rehousing program	Year one work is expected to lead to identification of next steps.	**Social Services Agency** • Emergency Assistance Network	• Resources to implement the rapid rehousing model are identified

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
P	*Prevention*			
P1	**PREVENTION:** Build countywide prevention model and system of care, focusing on outcomes and best methods to deploy prevention resources.	• Build partnerships with Santa Clara County Office of Education, Social Services, etc. in order to identify resources for homeless families and increase efforts relating to homeless students • Improve access to homelessness prevention resources in schools, daycare, CalWORKS, etc. • Increase capacity of the Emergency Assistance Network (EAN)to prevent homelessness • Review EAN system to determine administrative improvements and ways to understand funding necessary to increase ability to prevent homelessness	**Office of Supportive Housing** • Emergency Assistance Network • Department of Education • City of San Jose • Schools • Family and youth providers • Bill Wilson Center • McKinney-Vento Education Liaison for the County	• Identification of increased resources for a locally-funded Homelessness Prevention and Rapid ReHousing (HPRP) program model.
	Unique populations (3.2)			
Q	*Populations that need extra help*			
Q1	**VETERANS:** Participate in activities related to the federal challenge to end veteran homelessness completely by 2020	• Focus on other high needs populations, e.g. seriously mentally ill people • Consider tailoring services for veteran age cohorts as needs may be different for younger vets than older ones	**VA** • City of San Jose • Housing Authority • Office of Supportive Housing • Housing providers • VA • SSVF & HUD VASH providers • HomeFirst	• Increase housing and supportive services opportunities for veterans to match VA goals • Local VA goals and metrics, as well as information from the VA gaps analysis, is used to make decisions and impact results

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
Q2	**FOOD ACCESS:** Conduct food assessment to understand food landscape and develop action plan to address unmet needs	• Ensure homeless individuals and families have access to food	**The Health Trust** • Food banks • Social service agencies • Farmers (understanding of food availability) • Second Harvest • Grocery stores	• A Food Access Study is completed, providing an understanding of county-wide food access and distribution and delineation of strategies to address limitations
R	*Young People*			
R1	**RRH FOR TAY**: Provide housing opportunities for Transition Aged Youth (TAY), including analyzing current housing opportunities and funding and evaluating a rapid rehousing program for TAY	Fund scholarships for homeless youth	**Office of Supportive Housing** • Educational organizations • Bill Wilson Center • Unity Care • Star	• An analysis of what is currently working and what is not working for TAY youth is completed, including improvement recommendations
S	*All Parts of County*			
S1	**SOUTH/NORTH COUNTY:** In implementing each of the above year one activities, focus on making and reporting on progress in all areas of the County	Increase access to services and benefits for residents of North and South County by making electronic interviews possible (e.g., Skype) and by expanding availability of the UPLIFT Transit Pass program (*See related activity C1 above*)	**Office of Supportive Housing/ Destination: Home** • Emergency Assistance Network • Social Security Administration	• Demonstrated progress in responding to homelessness in all areas of County

Implementation Guide Coordinator: CoC Board and Collaborative Applicant