

Appendix G: Ending Homelessness: The State of Supportive Housing System Reports

ENDING HOMELESSNESS 2021

The State of the
Supportive Housing System
in Santa Clara County



Acknowledgements

This report was compiled by Homebase, the Center for Common Concerns, on behalf of the County of Santa Clara Office of Supportive Housing.

Special thanks to Destination: Home for their review and contributions to the report, to the Supportive Housing System clients who shared their stories, and to the many community partners whose tireless work to end homelessness in our community is highlighted in this report.

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Letter from the County Executive

We are pleased to share our annual State of the Supportive Housing System Report. This report highlights the advancements Santa Clara County made during 2021 toward our collective goal of ending homelessness while simultaneously facing the ongoing challenges of the COVID-19 pandemic with innovative approaches that have helped transform our ongoing work to address the needs of our unhoused neighbors. We learned that we had the capacity to do more and better, and we will continue to build on that capacity as we work toward the ambitious goals and strategies laid out in the 2020-2025 Community Plan to End Homelessness. The Community Plan provides a solid framework on which we are building our response to the current housing crisis. Through the collaborative efforts of system stakeholders, service providers, and local organizations – as well as the advocacy and support of residents – we have made tremendous strides toward scaling successful housing strategies, addressing the root causes of homelessness, expanding prevention efforts, and improving quality of life for unsheltered individuals.

This report opens with reflections on where we have been and where we are now. We recognize the various ways in which the community continues to strengthen our supportive housing system, build our homelessness prevention system, and expand housing resources and supports to better serve our unhoused neighbors. We highlight local efforts such as the 2016 Measure A Affordable Housing Bond that have made an extraordinary impact on housing availability in Santa Clara County, helping to address central causes of homelessness through policy change.

As we move toward greater equity and inclusivity, guidance from the Lived Experience Advisory Board and the Youth Action Board uplift and center the voices of people with lived experience in various capacities and community planning processes. Their leadership ensures that our system priorities and our actions as a community remain rooted in lived expertise and that we are advancing solutions that will most effectively support people who are currently unhoused or at risk of becoming unhoused. We truly appreciate and value our partnerships with these boards and look forward to continuing to collaborate to grow and improve our supportive housing system.

Through these efforts, we are working together to make ending homelessness a reality in Santa Clara County. Thank you for being a part of that vision.

Sincerely,

Jeffrey V. Smith, M.D., J.D.
County Executive
County of Santa Clara

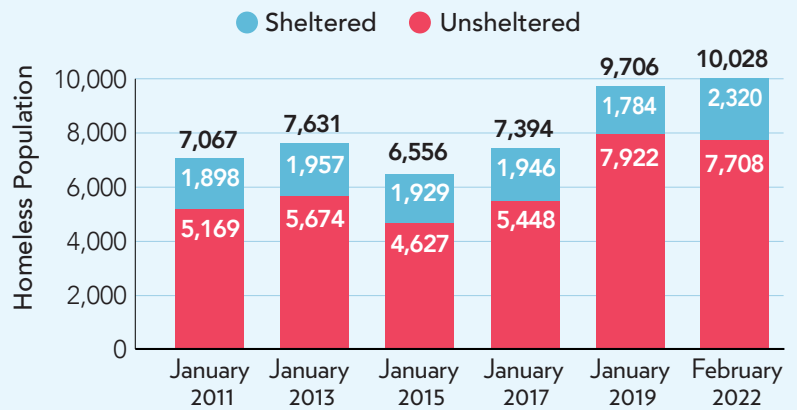
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Introduction

2021 was a year of tremendous challenges and opportunities for our community and our efforts to address the housing crisis in Silicon Valley. The COVID-19 pandemic continued to impact our unhoused neighbors, putting them at heightened risk. Discrimination placed barriers between people and the jobs and homes that they needed to survive. At the same time, the county made significant progress towards the goals we set in the 2020-2025 Santa Clara County Community Plan to End Homelessness (Community Plan) and innovated new strategies and system improvements in response to the emergent needs surfaced by the pandemic.

Santa Clara County Homeless Census & Survey¹



The Community Plan zeros in on the root causes of homelessness – economic injustice, racism, sexism, stigmatization of mental illness, and the astronomical costs of housing – taking a collective impact approach involving partners across many sectors. Through these partnerships, we work together to identify inequities and redesign systems that fail to meet the needs of all people.

Two key allies include the Lived Experience Advisory Board (LEAB) and Youth Action Board (YAB), comprised of people who have experienced homelessness. In a world where many decisionmakers are disconnected from the realities of homelessness, the LEAB and the YAB provide critical guidance that informs the County’s policymaking, planning processes, and funding decisions.

Guided by the Community Plan, we have invested in a continuum of long- and short-term housing solutions. We kept people housed by expanding homelessness prevention programs, including the Emergency Rental Assistance program, which distributed \$46 million to at-risk households. These efforts have contributed to a 33% decrease in the annual inflow of people becoming unhoused.

We have also focused on the community’s priority of decreasing unsheltered homelessness by leveraging state Homekey funds and other resources to develop innovative emergency interim housing. Local jurisdictions such as the City of Mountain View, the City of San José, the City of Palo Alto, and others have committed more funding than ever before to increase temporary housing opportunities.

Continual increases in the stock of permanent affordable housing also ensure that periods of homelessness are brief and non-recurring. Through the 2016 Measure A Affordable Housing Bond alone, we have added 3,662 new and renovated units of sustainable long-term housing. Without dedicated properties such as these, households with low incomes would struggle to maintain stability in an area with some of the highest housing costs in the nation.

Throughout this report, you will read about our community’s efforts in more detail, and also hear from some of our most impacted community members. Our hope is that you are left not only with a sense of all that remains to be done, but also all that is possible.

“ COVID is not going anywhere - COVID does not discriminate. Over time, we’re still building relationships with our community, and we do our best to keep everyone safe.

– Tara Blair, PATH COVID Vaccine Ambassador

¹ The County did not carry out an unsheltered homeless census and survey in 2021 due to COVID-19 health and safety risks and statewide public health orders in place. The 2022 unsheltered homeless census and survey was delayed by a January COVID-19 surge and was thus conducted in February. The count shows a 3% increase in people experiencing homelessness from 2019 to 2022. The small increase reflects both the progress and challenges our community continue to face in preventing and ending homelessness. This report shows that over 7,800 people have been permanently housed since 2020. Absent that progress, the increase likely would have been much larger.

² Source: <https://www.sanjoseca.gov/home/showpublisheddocument/82437/637812162753270000>

³ Source: <https://www.sanjoseca.gov/home/showpublisheddocument?id=61061> (affordable rent calculated based on 30% of annual income).

Where We've Been / Where We are Now



Photo © John Sutton (2022)

Expanding the Supportive Housing System

In 2021, the supportive housing system continued to expand thanks to the community's bold efforts to respond to the needs of our neighbors. In addition to the development of new supportive housing units, the community has been expanding available supports system-wide to tackle the biggest challenges faced by our region – to decrease the number of people becoming unhoused and improve the ability of people experiencing homelessness to obtain and maintain stable housing.

Reducing the Number of People Becoming Unhoused for the First Time

The County and partners are taking steps to ensure that fewer people become unhoused. In the past year, the County surpassed its goal of a **30% reduction in annual inflow of people becoming unhoused**. By the end of 2021, the number of households experiencing homelessness for the first time decreased by 33%, from 4,771 baseline in 2019 to 3,172 in 2021.

Homelessness Prevention System (HPS)

HPS brings together a network of 20 community partners to provide temporary financial assistance, legal support, and other services to help at-risk families and individuals maintain their housing and avoid falling into homelessness. Since its launch in 2017, HPS has prevented homelessness for thousands of our most vulnerable residents – 92% of 3,087 households served remained housed one year after exit from the program, and capacity has increased to around 1,600 households per year.

Eviction Prevention

Supportive housing case managers build collaborative relationships with landlords and provide critical support to anticipate and resolve disputes and prevent eviction. Landlord engagement and tenants' rights trainings, anti-eviction legal services, and mediation support this work. Emergency Rental Assistance (ERA) and rent relief programs provide essential interventions that help residents retain their housing even during periods of financial difficulty. Permanent Supportive Housing (PSH) programs offer Housing First no-fail support for clients even after evictions, working with clients to address causes of eviction and find better-fit housing.

Housing Problem Solving

Housing Problem Solving offers flexible and creative solutions to help individuals and families quickly resolve housing crises, encouraging safe housing options to meet each person's unique needs and avoid homelessness. In 2021, the Continuum of Care (CoC)⁴ expanded Housing Problem Solving, with flexible funding available through a network of community partners and centrally accessible through the shelter hotline.

⁴ The Continuum of Care (CoC) is a broad group of stakeholders dedicated to ending and preventing homelessness in Santa Clara County. The key CoC responsibilities are ensuring community-wide implementation of efforts to end homelessness, as well as ensuring programmatic and systemic effectiveness.

Increasing Permanent Housing Placements

A network of public agencies and nonprofit partners works collaboratively to support people experiencing homelessness to rapidly obtain stable housing and to maintain their housing through income support and connections to employment. Through these collective efforts, 1,943 households were permanently housed in 2021.

More Housing, More People Housed

In 2021, the supportive housing system added 171 units of permanent supportive housing and 188 units of interim housing to give permanent housing clients stability during their housing search. Affordable housing developed with the 2016 Measure A Affordable Housing Bond (Housing Bond) and other funds also included 387 units for rapid rehousing clients. Additionally, funding for another 662 units was approved.

Increasing Stability in Housing

Connections to employment opportunities, interim housing between placements, and other supports help Santa Clara County community members to achieve and maintain stability in housing.

Interim housing programs

Interim housing programs such as Willow Glen Studios on Pedro Street assist people enrolled in supportive housing programs who are still in the process of finding an apartment to rent or who are waiting for a new supportive housing unit to finish construction. While the County strives to house people as quickly as possible, interim housing like Pedro Street provides a safe, clean, and comfortable residence as well as access to services to improve health, stability, and quality of life during the wait for permanent housing.

Income Support for People Who Need it

A new standard assessment allows providers to immediately identify clients who will benefit from employment services and refer them to employment and job training programs to help them grow their incomes.

New Employment Opportunities

In 2020 and 2021, the County of Santa Clara and City of San José expanded employment opportunities for unhoused and formerly unhoused adults, opening doors to new roles as call center operators, vaccine outreach ambassadors, and interim housing staff. With funding from the CalWORKs program, the community created new employment opportunities, including hiring additional staff for the Here4You hotline, the call center that centralizes referrals to temporary housing programs, and other community resources. Local interim housing and service agencies LifeMoves and Abode partnered with the County to conduct recruitment.

Destination: Work

The Destination: Work initiative is a partnership between the Office of Supportive Housing, Destination: Home, and JobTrain that connects participants with living-wage employment leading to careers in high-growth industries such as health care, technology, advanced manufacturing, building, and construction. JobTrain offers resume support, career exploration, interview skills, job search assistance, and youth-targeted paid work experience, as well as training in digital and financial literacy.



Supportive Housing System Components

HOUSING DEVELOPMENT

- Increases affordable housing supply, providing a path to long-term housing stability for people who are unhoused and helps avoid future occurrences of homelessness caused by extreme housing costs

HOMELESSNESS PREVENTION

- Helps individuals and families who are about to lose their housing to remain housed where they are or move to more sustainable permanent housing

OUTREACH

- Engages with people who are unhoused on the street, in parks and other public spaces, and in vehicles
- Acts as an access point for the Coordinated Entry System and for emergency shelter
- Locates people who have been referred to housing programs by the Coordinated Entry System

COORDINATED ASSESSMENT SYSTEM

- Acts as a front door to the community's housing resources
- Matches people who are unhoused to the community's transitional housing, rapid rehousing, and permanent supportive housing programs

HOUSING PROBLEM SOLVING

- Engages people in common sense conversations to identify creative solutions, unexplored options, and resources to quickly return to housing

HERE4YOU CALL CENTER

- Provides a single point of access to emergency shelter beds and centralizes emergency shelter referrals
- Offers immediate Housing Problem Solving support
- Acts as an access point to the Coordinated Entry System

INTERIM HOUSING

- Provides temporary housing for people who are unhoused and have been enrolled in a Rapid Rehousing or Permanent Supportive Housing program while they are searching for a permanent place to live

EMERGENCY SHELTER

- Provides a safe place to sleep for people who are unhoused
- Provides meals, showers, other basic needs services, and connections to community resources
- Acts as an access point to the Coordinated Entry System

TRANSITIONAL HOUSING

- Provides temporary housing and services for people who are unhoused and seeking a more structured living environment, especially youth and veterans

RAPID REHOUSING

- Provides supportive services and temporary rental assistance to people who are unhoused
- Helps individuals and families obtain permanent housing and increase income so that they can remain housed independently

PERMANENT SUPPORTIVE HOUSING

- Helps individuals and families with disabilities maintain permanent housing through long-term rental subsidies, connections to medical and behavioral health care, and other services



Lived Experience Advisory Board Highlight

Santa Clara County's LEAB plays several integral roles in the homeless system of care by improving the supportive housing system, dispelling myths about homelessness, and helping the broader community better understand the needs of unhoused residents. The LEAB is composed of 23 currently and formerly unhoused residents with diverse life experiences that conduct program evaluations, facilitate provider training, provide meaningful input on new countywide policies, and make recommendations for grant spending, among other endeavors. The LEAB also offers leadership development opportunities for members.

As the LEAB's membership has grown and diversified, their project portfolio and impact on the homeless system of care have continued to deepen. The LEAB draws not only on their individual lived expertise, but also on a foundation of strong relationships with the unhoused community. Throughout the COVID-19 pandemic, the LEAB has collaborated with the Office of Supportive Housing and the City of San José to conduct a coordinated, extensive street outreach campaign throughout the county to deliver hot meals, hygiene supplies, and other critical provisions to improve quality of life for unsheltered individuals. LEAB members have not stopped at delivering food, however, and have leveraged this initiative to build rapport with encampment residents and connect them to community resources, identify strategies to meet their basic needs, and support them in resolving barriers to housing.

Tapping into this foundational connection to the unhoused community, the LEAB has played a critical role in improving the homeless system of care. Upon request by a community-based service provider and the City of San José, a task group of LEAB members comprehensively evaluated homeless street outreach and case management effectiveness, unmet needs, and areas for improvement. The LEAB surveyed staff and clients, performed field observations, reviewed staff orientation and training materials, and audited policies and procedures. In the culminating report, the LEAB proposed a series of actionable recommendations informed by national best practices to strengthen program efficacy, efficiency, and equity.

In addition to program evaluation, the LEAB has been a key partner in strengthening the supportive housing system by leading training on housing problem solving for call center, emergency shelter, drop-in center, and other program staff. LEAB members teach Housing-First-aligned, person-centered, and strengths-based strategies to empower program staff to have creative conversations that support unhoused residents in identifying and leveraging household strengths, support networks, and other resources in overcoming barriers to housing stability and identifying potential solutions to their housing crisis.





Youth and Young Adults Highlights

Youth Action Board

Established in July 2021, the YAB is a community of youth and young adults (between the ages of 18-26) who are currently or formerly unhoused or have lived experience of housing instability focused on creating collaborative, local solutions to homelessness. They advise the County of Santa Clara on issues that impact youth and young adults and drive forward the implementation of youth-focused housing programs and services.

The YAB has grown immensely since its launch and is taking steps to further organize as an autonomous group. The Board is building internal structures and policy to continue to be a powerful voice for youth and young adults in the community and contribute to community-wide efforts.

YAB member Jocelyn Arenas stated that personal experience plays a role in how YAB members show up and engage in the work. She stated that “the YAB is a group of people who want to make a difference in the community because of how their experiences have impacted them. For myself, I hold my heart really close to the work that I do.” The YAB has focused on not only building group identity, but also valuing and honoring the various lived experiences of members.

Karen Mestizo, YAB member and YHDP Community Coordinator shared that the YAB is focused on “taking action and defining what it means to be autonomous. This is a big step that requires more work and involvement, and people are very passionate about it.” Additionally, the YAB is building partnerships with other youth groups within the community and other YABs nationwide to share best practices in supporting youth leadership.

When asked what the most impactful part of this work is, Mestizo answered, “getting the opportunity to be involved in these decisions that shape our community. Its challenging, but that’s what helps aid growth. This work allows me to challenge myself and challenge the system in order to create something better for my community.”

Youth Homelessness Demonstration Project Funding

In October 2021, Santa Clara County was selected by U.S. Department of Housing and Urban Development (HUD) to participate in the Youth Homelessness Demonstration Program (YHDP). YHDP is a federal initiative designed to prevent and end youth homelessness guided by a youth-led community planning effort culminating in the Santa Clara County Community Plan to End Youth and Young Adult Houselessness. The YAB provided invaluable oversight and guidance to the community throughout the YHDP application and community planning process and established the guiding vision for the community plan, through which \$10.4 million in federal funding will go to expand efforts to tackle youth homelessness over the next two years.

The Santa Clara County Community Plan to End Youth and Young Adult Houselessness is the outcome of a six-month community planning process led by the YAB and YHDP Planning Group. The plan outlines the roadmap for YHDP implementation and represents the community’s commitment to honoring youth and youth adult leadership in system change efforts. It is centered around the following goals developed by community stakeholders and youth with lived experience:

- **Goal 1:** The community identifies all unaccompanied youth experiencing houselessness
- **Goal 2:** The community uses prevention and diversion strategies whenever possible, and otherwise provides immediate access to low-barrier crisis housing and services to any youth who needs and wants it. Diversion and prevention should encourage long-term stability and ensure that youth are adequately supported and uplifted out of houselessness.
- **Goal 3:** The community uses coordinated assessment processes to effectively link all youth experiencing houselessness to housing and services solutions that are tailored to their needs.
- **Goal 4:** The community acts with urgency to swiftly assist youth to move into permanent or non-time-limited housing options with appropriate services and supports.
- **Goal 5:** The community has resources, plans, and system capacity in place to prevent and quickly end future experiences of houselessness among youth.

Since the adoption of this plan, the local application and funding process for YHDP has concluded and resulted in awarded funding for five new projects serving youth and young adults.

COVID-19 Response Updates

Systems Change

Santa Clara County's supportive housing system is constantly adapting and evolving to better meet the needs of the community with the input of people with lived expertise, providers, policymakers, and lessons learned from ongoing efforts to respond to multiple crises, including the COVID-19 pandemic. One notable system change to come out of the pandemic was the creation of a centralized hotline to rapidly screen and place people in shelter according to their need. Building on the successes of the hotline during the earlier phases of the pandemic, the County launched the Here4You Call Center in Fall 2021 with the support of partners including the City of San José and the operating community-based organization, the Bill Wilson Center.

The call center builds on the shelter hotline established during the pandemic and serves as a centralized call center for any community members seeking assistance or referrals to temporary housing programs. In the past, individuals and families had to call multiple phone numbers and undergo multiple screening processes to locate services, which could be challenging under the best of circumstances and even more difficult amid a housing-related crisis. The call center provides screening, referrals, and transportation to emergency shelter programs, linkages to the Homelessness Prevention System, Housing Problem Solving services including financial assistance to resolve housing crises, and referrals to other community resources. Call center staff provide services that are low-barrier, trauma-informed, and culturally and linguistically responsive.

COVID-19 Education & Outreach Program

The COVID-19 Education & Outreach Program was a critical piece of the County's efforts to distribute information and resources regarding vaccination. The success of the program can be attributed largely to the cultural competencies and leadership of teams with lived experience -- 76% of ambassadors deployed into the community had lived experience of homelessness. Over 31,000 hours of outreach was conducted in English, Vietnamese, and Spanish beginning in November 2021 with 13,831 individuals surveyed through these efforts.

Tara Blair, a PATH COVID-19 outreach ambassador, shared that there was originally a high amount of hesitancy regarding vaccines and misinformation about their effectiveness, and building rapport with individuals in crisis was crucial to engaging in educational conversations about COVID-19 vaccines. The team reached unhoused people through in-person outreach, flyers, email and phone communications, and vaccine drives.

Staff provided resources such as food and basic needs supplies to build trust with individuals before providing education about vaccines. The diversity of the vaccine ambassador team in terms of lived experience, culture, and age coupled with their compassion for the homeless community were key to successful outreach efforts.

Regarding the impact of vaccine ambassadors, Blair said: "Our teams do a lot more than assisting folks with getting shots on their arms. It's not just COVID – people are needing and wanting services. A big portion of the community I know from my past. It makes me really grateful to serve my community."

Impact on the Ground

The Project Roomkey program is an example of the County's swift and impactful COVID-19 response, providing temporary emergency shelter to people living unsheltered during the COVID-19 pandemic and serving as a pathway to more permanent housing options.

Shannon and her elderly mother, Sarah, had been living in encampments and on the streets for more than 20 years. Prior to receiving housing and services through Project Roomkey, Shannon struggled with trauma from domestic violence, while Sarah experienced mobility issues and faced a language barrier when seeking services. Both had experienced long term post-traumatic stress disorder and feared identity theft due to past experiences.

County and Abode case management partners supported Shannon and Sarah in obtaining benefits they had not received in years, including General Assistance, CalFresh, Medi-Cal, and Social Security Disability Insurance. Shannon and Sarah eventually moved into permanent housing through a Project Homekey program.

Christine Khoo, Program Manager at the County of Santa Clara, stated the following about her work with this family: "It feels amazing to get folks housed out of such a negative, scary time with a worldwide pandemic. To know that these women now feel safe, aren't exposed to the elements, and live in a place good for their physical and mental health made it very much worth it and changed the lives of chronically homeless individuals."

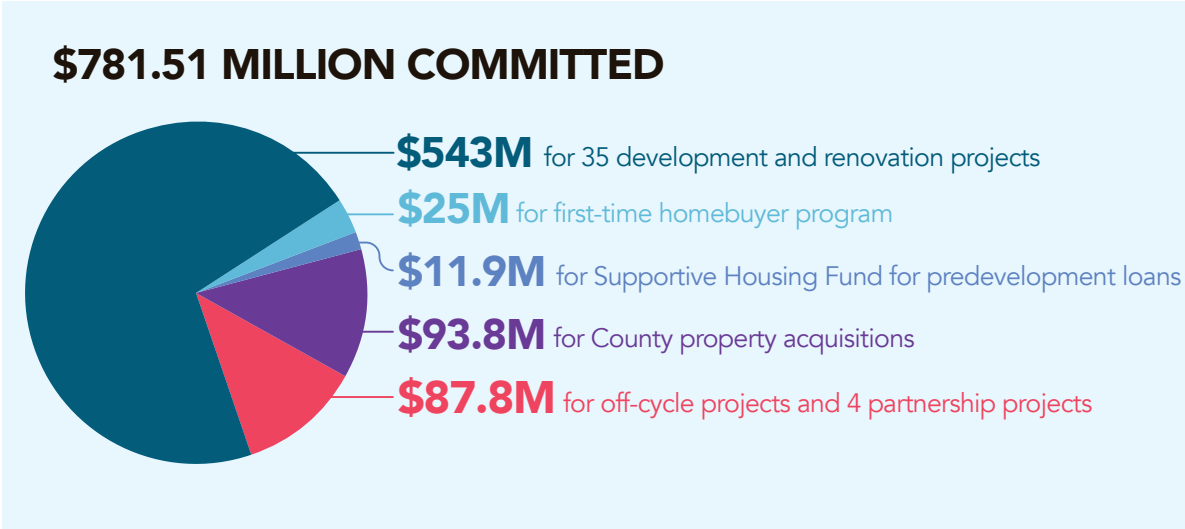
**Note: names have been changed to protect client privacy.



Calabazas Community Apartments

2016 Measure A Affordable Housing Bond Progress

In November of 2016, Santa Clara County voters approved a \$950 million Affordable Housing Bond to transform affordable housing in the county. The Housing Bond is projected to fund 120 new affordable housing developments over ten years, including 4,800 new units dedicated to Extremely Low-Income and Very Low-Income households, along with the establishment of rental and ownership opportunities for Moderate Income households. The Housing Bond provides the means for the County to give our community's most vulnerable residents a fresh start. Significant progress has been made across the county since the introduction of the Housing Bond, including, as of 2021:





35
DEVELOPMENTS

810
UNITS OPEN NOW

550
TO OPEN IN 2022

3,044
TOTAL NEW UNITS

+ **618**
RENOVATED UNITS

= **3,662**
UNITS TOTAL

7 CITIES | **\$25 MILLION** FIRST-TIME HOMEBUYER PROGRAM

Every dollar invested through the Housing Bond incentivizes an average of \$3.50 from outside investments.

Development and renovation projects funded by the Housing Bond are in the process of adding new units of affordable, low-income, and moderate-income housing across the county.



Community Plan Implementation Update

The 2020-2025 Community Plan to End Homelessness is the product of a robust community engagement process led by the Santa Clara County CoC and building on the successes of previous years. The Community Plan recognizes that rates of homelessness continue to grow in Santa Clara County, impacting too many members of our community. The systemic factors that fuel homelessness remain ever-present – the rising income gap in our community, insufficient supply of affordable housing (particularly at the lowest income levels), and longstanding structural inequities – all compounded by the COVID-19 pandemic. The Community Plan is a call for bold action by partners across the County, to address these roots of homelessness and provide services and housing for those in need.

Two years into implementation, the Community Plan continues to guide our County, cities, nonprofits, and other community partners as they make decisions about funding, programs, priorities, and needs. The Community Plan is organized around three core strategies:

STRATEGY 1	STRATEGY 2	STRATEGY 3
 <p data-bbox="203 1564 519 1701">Address the root causes of homelessness through system and policy change</p>	 <p data-bbox="657 1564 966 1701">Expand homelessness prevention and housing programs to meet the need</p>	 <p data-bbox="1112 1533 1404 1711">Improve quality of life for unsheltered individuals and create healthy neighborhoods for all</p>

The Community Plan identifies aggressive targets designed to reverse the growth in homelessness and bring us closer to the collective goal of ending homelessness in Santa Clara County.

Community Plan: Progress Toward Goals

In partnership with local Cities, the Santa Clara County Housing Authority, nonprofit service providers, and other stakeholders, the County has made tremendous strides toward achieving Community Plan goals and putting strategies into practice during the first two years of implementation.



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

Through Strategy 1, we are investing in a future where homelessness is rare, and interventions are in place to ensure that those at risk of are quickly connected with services and stable housing. The County and its partners are laying the groundwork for this future through coordination with safety net services, targeted resources for prevention, policy changes to increase affordable housing stock, increasing access to employment and income, and advocacy and education. Crucial to each of these efforts is the acknowledgement of systemic racism as a root cause of homelessness and housing instability, and racial equity must be central to all solutions.



STRATEGY 2 Expand homelessness prevention and housing programs to meet the need

While Strategy 1 aims to strengthen the social safety net and address systemic causes of homelessness, Strategy 2 aims to build the community's capacity to meet urgent needs for housing and support. This effort involves significant investment in expansion of the supportive housing system, as well as programs tailored to the needs of specific populations experiencing homelessness, including youth/young adults, older adults and seniors, families with children, and adults without children. It involves expansion of a range of supports to prevent homelessness, including both financial resources and supportive services. This work relies on an efficient, effective, state-of-the-art supportive housing system that centers the voices of people with lived experience of homelessness, invests in a qualified workforce, and addresses and eliminates biases in hiring and provision of services.



STRATEGY 3 Improve quality of life for unsheltered individuals and create healthy neighborhoods for all

In addition to preventing homelessness for as many people as possible, the community must address the immediate needs of people who remain unsheltered due to the extreme housing crisis and increasing income inequality. To meet these needs, Strategy 3 focuses on greatly expanding the availability of temporary housing and shelter and the variety of temporary housing options throughout the county, increasing street outreach and services for unsheltered residents, and increasing accessibility of mental health and substance use services.

Our Targets

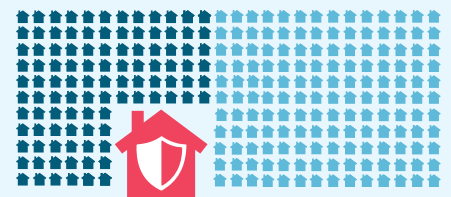
By 2025, we will



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**




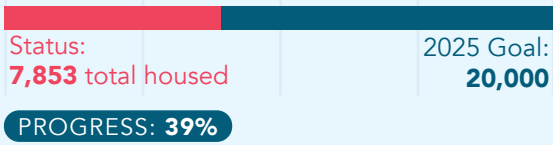
Double temporary housing and shelter capacity to reduce the number of people sleeping outside



Address the **racial inequities present** among unsheltered people and families and track progress toward reducing disparities

In addition to laying out a roadmap of strategies to prevent and end homelessness, the Community Plan set aggressive targets to achieve by 2025. Here is our progress to-date against these bold goals:

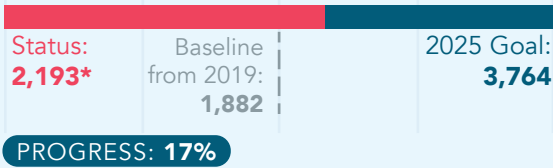
 House **20,000 people** through the supportive housing system



 Expand the Homelessness Prevention System and other early interventions to serve **2,500 people per year**

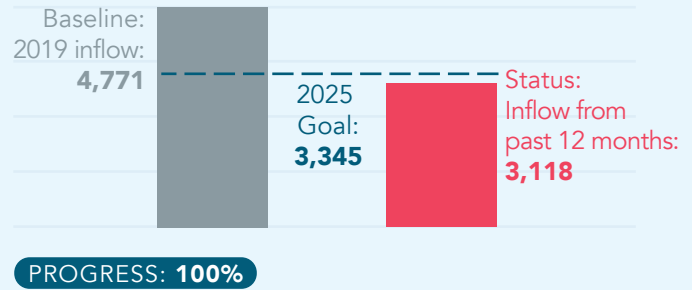


Double temporary housing and shelter capacity to reduce the number of people sleeping outside



* Capacity figure reflects temporary reductions in some shelters instituted to prevent the spread of COVID-19.

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



City Efforts Across the County

Cities are vital partners in a cohesive county-wide effort to end homelessness. Cities were critical stakeholders in the formation of the Community Plan, including many with representation on the Community Plan steering committee. All cities of Santa Clara County were invited to endorse the Community Plan after its development in 2020 and to play a role in its implementation. So far, 11 of 15 cities in the county have adopted resolutions endorsing the Community Plan: Campbell, Cupertino, Gilroy, Los Gatos, Milpitas, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, and Sunnyvale. These vital partners have been working toward local goals that align with the strategies outlined in the county-wide plan and have made tremendous progress through innovative programs and partnerships.

Highlight: Morgan Hill

Morgan Hill has received a capacity-building grant from Destination: Home to support the City's work related to the 2020-2025 Community Plan to End Homelessness. The three-year partnership has enabled Morgan Hill to hire a dedicated liaison on homelessness issues (with a particular focus on Strategy 3: Improving quality of life for unsheltered individuals and creating healthy neighborhoods for all) and supported the City in the development and launch of a local implementation plan with specific targets and outcomes for each of the Community Plan strategies. Morgan Hill has worked with the County Office of Supportive Housing to develop a local Housing Development Plan to identify opportunities for affordable housing, including new developments:

- The Magnolias – A 100% affordable housing project with 66 units in a variety of unit sizes reserved for low-income individuals and families, people in need of rapid rehousing, and veterans, including veterans in need of supportive services.
- Royal Oak Village – 73 affordable apartments in progress, comprised of six one-bedrooms, 37 two bedrooms, and 29 three-bedrooms, with units set aside for rapid rehousing participants, and a resident manager unit. 30 units will be set aside for extremely low-income agricultural worker households, and 24 units will accommodate individuals and families earning up to 50% of area median income.

Highlight: Mountain View

Mountain View has embarked on several efforts to reduce homelessness in line with the Community Plan. Mountain View is one year into a three-year capacity-building grant from Destination: Home to support their ability to develop deeply affordable housing and spearhead initiatives such that will help end and prevent homelessness. New developments in progress with multiple sources of funding include:

- La Avenida Apartments - 100 apartments, including 30 homes reserved for individuals experiencing homelessness with on-site support services
- Crestview Hotel - a hotel conversion creating up to 67 affordable apartments, including approximately 45 supportive housing units
- LifeMoves Mountain View – an interim housing community serving single adults and families. Built on private property, the community is funded through state Homekey funds and further supported by public and private funders. The community has 100 single and family units, a communal kitchen, playground, and meeting rooms for case management and other services.

Mountain View also prepared to pilot a groundbreaking guaranteed basic income initiative. Basic income initiatives provide unconditional, guaranteed income to help households to cover basic costs of living. Pilot initiatives test the idea that guaranteed basic income may help to raise households out of poverty by alleviating financial stress and help households to avoid extreme consequences of unplanned expenses – expenses that can mean loss of housing for low-income households. The County has its own Transition-Age Youth (TAY) Basic Income Pilot underway for former foster youth. These pilots provide useful information the effectiveness of this strategy, information that could guide decisions on how these programs could be used in the future.

The Elevate MV basic income pilot will help approximately 166 extremely low-income households bridge the gap of monthly income needed to maintain stable housing. Rising rents put our lowest-income neighbors at increased risk of homelessness. With a huge and growing gap between wages and rents, low-income families face dire housing insecurity. The program will give direct cash payments of \$500 per month for one year to 166 randomly selected eligible Mountain View residents that will elevate their basic income to provide more financial security. Program eligibility requirements include being a Mountain View resident with one or more children under the age 18 and earning at or below 30% of area mean income, which equates to an annual income of \$44,750 in 2021 for a family of three.

Highlight: Cupertino

From 2017 to 2021, the City of Cupertino has seen a significant reduction in individuals newly experiencing homelessness, indicating that fewer single adult Cupertino residents are becoming newly unhoused year over year. This decreasing trend parallels the trend in the county as a whole, which has surpassed the Community Plan goal of a 30% reduction in annual inflow of people becoming unhoused. Cupertino has developed a new affordable housing development, The Veranda (19 units for senior citizens), through the 2016 Measure A Affordable Housing Bond.

Cupertino has also set out to develop their own city-wide strategic plan in alignment with the County's Community Plan, launched in September 2021 and currently in draft stages. Planning has involved a robust community engagement process to gather input and feedback and build consensus around common goals and strategies. Input on needs and priorities were gathered from housing and service providers, representatives from health care and education, advocacy groups, the business community, housing developers, City and County staff, people with lived experience of homelessness, and the public at large. Based on this input and local data analysis, Cupertino has identified gaps in the resources available and services needed to meet the needs of people experiencing homelessness in Cupertino and strategies and goals to address those needs and support the objectives of the Community Plan.

Highlight: City of Santa Clara

The City of Santa Clara, having endorsed the Community Plan, has launched a Homelessness Task Force consisting of stakeholders with a range of perspectives and experience. This group includes eight members representing a diverse set of backgrounds, including members who have experienced housing instability and/or homelessness, representatives from each City Council district, and representatives from local agencies. The Task Force is helping to identify priorities and provide recommendations related to the development of the City Plan to End Homelessness. The task force is meeting virtually once per month for the duration of the planning process, guiding the process from stakeholder engagement and analysis to the development of recommendations and plan drafting. The resulting City Plan will be focused on city strengths within the regional effort.



Photo © John Sutton (2022)

The City of Santa Clara is also developing new affordable housing through the Housing Bond. New developments include:

- Calabazas / Corvin Apartments – 145 apartment units completed, 80 of which are Permanent Supportive Housing to help individuals and families with high service needs, and the remainder are available to households earning up to 50% of area median income, with units set aside for resident managers.
- Agrihood Senior Apartments – 165 affordable units in progress, which will consist of 70 studios, 83 one-bedrooms, 10 two-bedrooms, as well as two resident manager units. A portion of the units will be leased to qualifying senior veterans and 54 of the units will be set aside as Permanent Supportive Housing for households experiencing homelessness.
- Kifer Senior Apartments – 79 affordable apartments to be developed, of which 45 will be reserved as Permanent Supportive Housing (including resident manager units), 17 will be available to households earning up to 30% of area median income, and 17 will be available to households earning up to 50% of area median income.

Community Plan: Building Momentum



Advocacy for Housing Ready Communities

Destination: Home is leading the charge to develop a climate in which policies are in place to facilitate affordable housing development and other proven solutions to prevent and end homelessness. This community-driven movement has gained the support of thousands of community members, working together to advocate for practical solutions to the housing shortage and rising costs of housing. Their voices are being heard and are driving public policy toward greater investments in housing for Extremely Low-Income households, stronger eviction protections, and greater representation in decision-making bodies by people with lived experience of homelessness.



Improving Partnerships Across the System

The community continues to make crucial investments to develop and strengthen coordination and collaboration with partners across the supportive housing system, to address pressing housing and service needs and create a stronger safety net for our residents. Future initiatives will strengthen coordination and collaboration with health care and criminal legal system partners, streamline emergency response efforts, and address basic needs to improve overall wellness of people who are unhoused.



Leadership by People with Lived Experience

People with lived experience of homelessness play a vital role in guiding progress toward ending homelessness in Santa Clara County, and this role will continue to expand in coming years. As discussed elsewhere in this report, the LEAB and YAB advise the County on a range of issues and lead important initiatives to strengthen the homeless system of care. Expansion of these initiatives drives impact across all Community Plan goals.

Conclusion

As this report concludes, we reflect on 2021 and the ways in which our community united to address homelessness. We increased capacity, opened new housing opportunities throughout the region, and adapted our systems, building on innovations necessitated by the pandemic.

As we continue to implement the 2020-2025 Community Plan to End Homelessness, we must maintain our commitment to bold action to prevent and end homelessness in our community. Our systems must work to truly understand, include, and center people experiencing homelessness in our solutions. We must take steps to remedy past harms, address inequities, and prevent people from losing their homes in the future.

No one can solve a housing crisis alone. Only through the collaborative effort of the entire community – people with lived expertise, neighbors, housing providers, service providers, property owners and managers, grant makers, elected officials, and both private and public sector partners – will we move forward to end homelessness in Santa Clara County. It will require new and innovative strategies, partnerships, and tremendous effort, and we hope you will join us.



“

The overall goal is that no one has to go through anything close to the same experiences we have. If we don't change the system today or tomorrow but push our way closer and closer to make it better for just one person, then we're making a difference.

– Jocelyn Arenas, YAB Member.

Photo by The Family Album Project



ENDING HOMELESSNESS

2019-2020

The State of the
Supportive Housing System
in Santa Clara County



Acknowledgements

This report was compiled by Homebase, the Center for Common Concerns, on behalf of the County of Santa Clara Office of Supportive Housing.

Special thanks to Destination: Home for their review and contributions to the report, to the Supportive Housing System clients who shared their stories, and to the many community partners whose tireless work to end homelessness in our community is highlighted in this report.

Letter from the County Executive

Challenging times call for gratitude and reflection. It is in this spirit that we are pleased to release our third report on the State of the Supportive Housing System, which highlights Santa Clara County's advancements towards our goal of ending homelessness.

This report begins with the progress that the County and our many partners have made since releasing our 2015 Community Plan to End Homelessness, starting with an acknowledgement of the role that the Housing First philosophy has played in our system's growth. Through our commitment to Housing First, and our collaborations with our city, nonprofit, business, and philanthropic partners, we have built new affordable housing, created a robust homelessness prevention system, improved access to behavioral health services, moved toward greater system equity and inclusiveness, and raised the voices of people with lived experience in critical decision-making processes. These are just some of the accomplishments you will read about in these pages.

This report also shines a light on our community's heroic efforts to help prevent the spread of the Coronavirus (COVID-19) amongst our most vulnerable community members, including those experiencing homelessness. We owe a debt of gratitude to our providers and community partners for responding quickly and effectively to raise and distribute emergency funds for homelessness prevention; for delivering meals, supplies and hygiene services to encampments; for providing safe shelter to people at risk of COVID-19 complications; and for creating new interim and permanent housing developments.

We face an uncertain future, as the COVID-19 crisis has only amplified the longstanding systemic causes of homelessness that continue pushing more of our neighbors into homelessness, including our region's income inequalities and severe lack of affordable housing. For this reason, strengthening the supportive housing system is more important than ever. We are fortunate to have developed the 2020-2025 Community Plan to End Homelessness with these challenges in mind. In our first year of implementation, we rose to the occasion by permanently housing over 2,700 people and expanding the homelessness prevention system's capacity by 50%.

In the coming years, we will continue to use this Plan as a roadmap to help guide us in the monumental task of making homelessness a thing of the past. As daunting as this task may seem right now, we are hopeful that the same determination that carried us through the past six years will lead to positive change as we move forward into the future.

Sincerely,

Jeffrey V. Smith, M.D., J.D.
County Executive Officer
County of Santa Clara

Miguel Marquez, M.P.P., J.D.
Chief Operating Officer
County of Santa Clara

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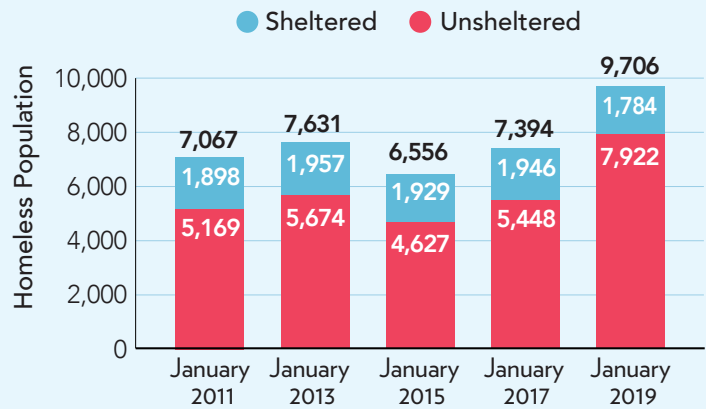
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Introduction

Santa Clara County is the heart of Silicon Valley, and a hub of wealth, progress, and invention. However, with these economic gains have come societal and humanitarian costs. While some residents have prospered, others have been left behind. Income disparities and sharp rises in housing costs have caused thousands of Santa Clara County residents to become homeless each year, forcing them to double up with friends and relatives or to sleep in shelters, on streets, in vehicles, and other places where people are not meant to live. Recently, we have seen that the COVID-19 pandemic has only increased these disparities, with low-income neighborhoods and people of color bearing the brunt of the crisis.

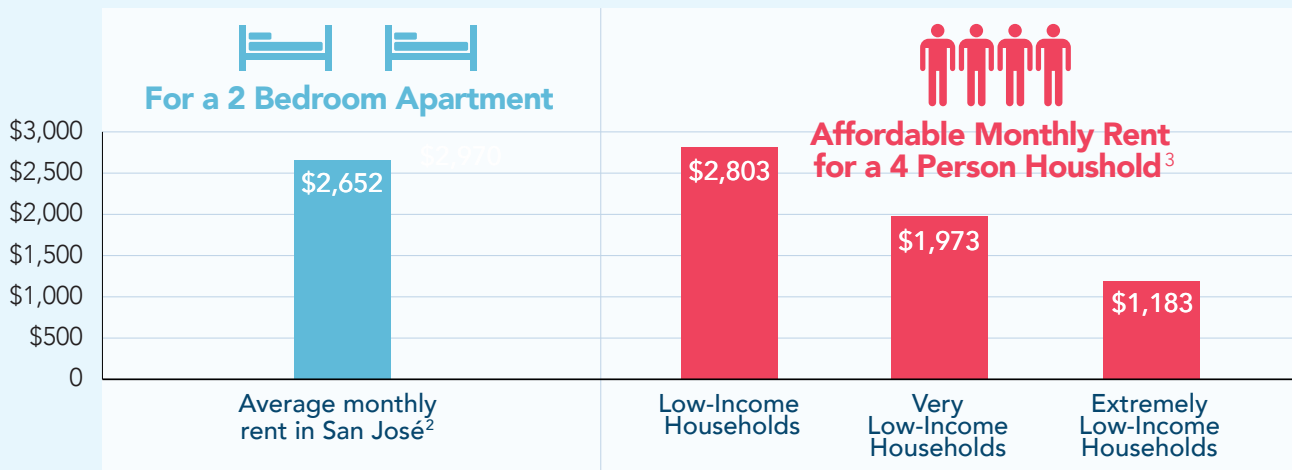
Santa Clara County Homeless Census & Survey¹



While our region’s housing affordability gap remains a major concern, the community is making progress. Every day, the County and its many partners are working hard to end homelessness and provide safe and affordable housing for our most vulnerable residents. This report shines a light on some of that work, including how the community committed to taking a “Housing First” approach to ending homelessness.

This report also provides a retrospective on the County of Santa Clara Office of Supportive Housing’s efforts to address homelessness through its implementation of the 2015-2020 Community Plan to End Homelessness, as well as an overview of the progress the supportive housing system made in 2019 and 2020. Lastly, this report will take a look into the future with highlights from the recently adopted 2020-2025 Community Plan to End Homelessness, focusing on the community’s ambitious goals, and the strategies we are using to achieve them.

2020 Housing Costs in Santa Clara County



¹ The County did not carry out an unsheltered homeless census and survey in 2021 due to COVID-19 health and safety risks and statewide public health orders to shelter in place.

² Source: <https://www.sanjoseca.gov/home/showpublisheddocument?id=67724>

³ Source: <https://www.sanjoseca.gov/home/showpublisheddocument?id=61061> (affordable rent calculated based on 30% of annual income).

Where We've Been: Celebrating Success

In 2014, the County of Santa Clara and Destination: Home brought together community stakeholders to develop a coordinated strategy to address homelessness across the county. The resulting 2015-2020 Community Plan to End Homelessness and the coordinated community effort to implement it led to many system successes, including more than 8,800 households being housed.

Additional highlights since implementation of the first community-wide plan include:

County of Santa Clara Office of Supportive Housing Created


- The Office of Supportive Housing (OSH) was created to expand the County's leadership role in the effort to end homelessness. Until 2011, the County had one position dedicated to addressing "housing and homeless concerns," located within the Mental Health Department and an Office of Affordable Housing located in the planning department.
- OSH developed through the merging of these efforts and is now responsible for operating and spearheading the now-coordinated county-wide systems that help prevent and end homelessness.
- Since its creation, OSH has grown from having 20 employees to having a staff of 121. OSH also more than doubled its resources since FY 2016, with a current operating budget of \$87.6 million.

Coordinated Assessment System Established

OSH established the Coordinated Assessment System to provide a more streamlined, centralized system for matching the community's most vulnerable households to the right housing resources.⁴

2016 Measure A Affordable Housing Bond Passed

2016 Measure A provides \$950 million in funding to create 120 new affordable housing developments over 10 years, including:

 **4,800 units of affordable housing for households with extremely low and very low incomes**

2016 Measure A also helps create rental and home ownership opportunities for households with moderate incomes.

For more information on 2016 Measure A, see page 17.

2015

2015-2020 Community Plan to End Homelessness Released

The Community Plan to End Homelessness in Santa Clara County, developed through a series of community summits in 2014, outlined a coordinated strategy to address homelessness using a "Housing First" approach.

Key goals from the Plan included creating 6,000 new affordable housing opportunities and developing systems to target client-centered solutions to homelessness.



2016

All The Way Home Campaign Launched

In 2015, San José Mayor Sam Liccardo and Santa Clara County Supervisor Dave Cortese launched the "All The Way Home" campaign seeking to end veteran homelessness across the county by providing rental assistance, supportive services, and incentives for landlords to house homeless veterans.



As of December 31, 2020, 2,000 veterans have been housed since the beginning of the campaign.

⁴ For more information, please visit <https://www.sccgov.org/sites/osh/ContinuumofCare/coordinated-assessment/Pages/home.aspx>

Homelessness Prevention System Pilot Began

Initially started as a pilot in 2017, the Homelessness Prevention System brings together a network of community partners to provide flexible financial assistance and resources for households at risk of losing their housing, including streamlined access to eviction defense legal services offered by the Silicon Valley Law Foundation.

Lived Experience Advisory Board Created

Together with Destination: Home, OSH supported the formation of the Lived Experience Advisory Board, a 17-member body comprised of currently and formerly homeless individuals with diverse life experiences.

The Board provides input on new countywide policies, makes recommendations for grant spending, and provides leadership development opportunities for members.



Cisco Announced \$50 Million Supportive Housing and Innovation Fund

In March 2018, Cisco announced that they would provide \$50 million in funding over five years to support Destination: Home's work toward ending homelessness. Funding has gone toward building supportive housing, conducting research, starting pilot programs utilizing emerging best practices, and pioneering technological solutions.

2017

2018

Destination: Work Program Launched

Destination: Work is a joint initiative by Destination: Home, the County of Santa Clara OSH, and the City of San José that provides opportunities for living-wage employment for individuals and families experiencing homelessness.



Destination: Work helps clients increase their incomes and obtain long-term career opportunities.

The initiative is designed to connect clients to programs offering job training, professional certifications, and paid work experience in high-growth industries.

LGBTQ-Focused Shelter Opened

In 2018, OSH, the Office of LGBTQ Affairs, and the City of San José came together to create the county's first temporary housing program dedicated to serving LGBTQ-identified residents, a population that is significantly overrepresented in the county's homeless population.

City of San José Awarded Nearly \$100 Million in Affordable Housing Funding

In 2019, the City of San José awarded nearly \$100 million to 11 developments to create 1,144 units of new affordable housing to low-income groups including people experiencing homelessness.



Apple Pledged \$2.5 Billion to Address California's Housing Crisis

In November 2019, Apple committed \$2.5 billion to addressing housing affordability issues in California, including \$50 million to support Destination: Home's work increasing supportive housing units and implementing homelessness prevention strategies.

Villas on the Park Completed

In October 2019, construction was completed on Villas on the Park, a brand new 83-unit Permanent Supportive Housing project in San José, funded by the City of San José, Housing Trust Silicon Valley, and 2016 Measure A. For more information on the Villas, see page 9.

2020-2025 Community Plan to End Homelessness Released

- The second Community Plan to End Homelessness in Santa Clara County was released in August 2020. The Plan is based on the input of over 8,000 community members, including people with lived experience of homelessness, service providers, and advocates.
- The plan focuses on three strategies to end homelessness: addressing root causes of homelessness through system and policy change, expanding homelessness prevention and housing programs, and improving quality of life for unsheltered populations and creating healthy neighborhoods for all. For more information on the Community Plan to End Homelessness, see page 18.

Monterey Gateway Apartments Opened

- In May 2020, Monterey Gateway Apartments opened as the first 2016 Measure A-funded project in Gilroy. The 75-unit project provides affordable housing for seniors. Half of the apartments are dedicated supportive housing units for seniors who have experienced homelessness.
- For more information on Monterey Gateway Apartments, see page 13.

2019

2020

2021

Second Street Studios Opened



In May 2019, Second Street Studios became home to **134 new tenants** who had experienced long periods of homelessness.

Second Street Studios was the first project in the county to be 100% dedicated to providing supportive housing. Its radically collaborative approach, bringing together developers, property managers, and service providers, offers a model of coordinated support for the community's most vulnerable members.

City of San José Establishes First Emergency Interim Housing Program

- In Fall 2020, the City of San José and Habitat for Humanity created four semi-permanent modular housing developments in response to the need for socially-distanced shelter during the COVID-19 pandemic.
- These developments increased the system's capacity by over 400 beds which were prioritized for medically vulnerable people and those at high risk of developing COVID-19 complications.



Supportive Housing Highlight:

Villas on the Park

Ericka recalls, quite literally, soaking it all in during her first night in her new home. After the door closed behind her and she got settled in her new studio apartment, she took a relaxing, warm bath. As she sat there in comfort, she could not help but be overcome with emotion.

“It felt so good to be in my own place. Every day I am grateful to have a home,” Ericka says. This moment of Zen was the culmination of her journey to Villas on the Park, a new permanent supportive housing development in San José. For more than two years, Ericka was homeless after escaping a toxic relationship. She slept in her car, often in a library parking lot, and showered and did laundry when mobile services were accessible.

A chance encounter with an outreach worker led to her connecting to the County of Santa Clara’s Coordinated Assessment System, which matched her with a supportive housing unit at the Villas in November 2019.

Ericka says life improved dramatically after she moved into the Villas. Beyond the comfort of having a roof over her head, Ericka says the community spirit and social services support at the Villas has been transformative for her and others. Many residents were mere strangers to one another at first, but The Villas has fostered community through classes in nutrition, cooking, gardening, general life skills, walking groups, and more. Some classes are on-site and others are offered through partnerships with non-profits and faith-based organizations.

Ericka has noticed that the community has grown even stronger during the COVID-19 pandemic. Although residents needed to socially distance themselves from one another during shelter-in-place orders, many events were moved online. Some assistance was also made contactless, such as grocery deliveries, she says. “It has triggered a lot of memories about isolation,” Ericka says about the pandemic, but she has strong praise for staff for keeping the fun community vibe going during a stressful period. “This place is just awesome. I value every single day that I’m here.”





COVID-19 in our County: Responding to the Crisis within the Crisis

Ending and preventing homelessness became more urgent than ever with the arrival of the new Coronavirus (COVID-19) in our community. People without stable housing are often unable to self-isolate or access basic sanitation services to help avoid infection. Further, these realities have exposed deep gaps in our social safety net systems, demanding that the County respond rapidly to prevent disproportionate impacts on low-income residents.

Since the first COVID-19 cases in Santa Clara County emerged in early 2020, the County and its many nonprofit and business sector partners leveraged existing relationships and mobilized a massive crisis response system to lessen these impacts. In a matter of days, providers including the Valley Homeless Healthcare Program (VHHP) and Gardner Health Services, assessed and relocated the most vulnerable people experiencing homelessness into hotels and new emergency shelters to prevent the virus' spread.

Among these new shelters were four modular, semi-permanent developments built by the City of San José and Habitat for Humanity. These developments provided the system with 400 additional units of emergency interim housing for medically fragile people in need of living space to isolate and social distance.

As of February 2021, the County and its partners had placed over 4,600 households in shelter, including people at risk of COVID-19 complications, people with positive COVID-19 tests, and those exposed to the virus. A new hotline made it possible to rapidly screen and place people in shelter according to need. The City of San José, members of the Lived Experience Advisory Board, nonprofit partners, and volunteer groups also rapidly ramped up street outreach efforts, created new networks to distribute food and supplies, offered access to free COVID-19 testing, distributed masks, and created mobile showers, hand-washing stations, and laundry facilities for unsheltered households.

Homekey: More than \$60 million in State Funding Awarded for Housing in Santa Clara County

In 2020, as part of the state's efforts to respond to COVID-19 and protect people experiencing homelessness who are at high risk for serious illness, the California Department of Housing and Community Development launched the Homekey program. Homekey provides funding to cities, counties, and other public entities to purchase and rehabilitate existing hotels, motels, and vacant apartment buildings to convert into interim or permanent housing for people at risk of or experiencing homelessness.

In total, the state awarded \$600 million in funding with more than \$60 million awarded for the following projects located in Santa Clara County:

- The City of Mountain View and LifeMoves were awarded \$11.95 million to acquire a 100 unit building to be used for emergency shelter.
- The City of San José was awarded \$14.5 million to acquire a 76 unit building to be used for permanent supportive housing.
- The County of Santa Clara and Jamboree Housing Corporation were awarded \$29.2 million to acquire a 146 unit building in Milpitas to be used for permanent supportive housing.
- The County of Santa Clara and Allied Housing were awarded \$8.9 million to acquire a 54 unit building in San Jose to be used for permanent supportive housing.

In addition to funding awarded by the state, projects may include philanthropic or local government support for additional capital expenses and for operating expenses.

The beating heart of these operations was the County's Joint Department Operations Center (JDOC), where staff from different County agencies worked closely with city delegates and nonprofit collaborators including Abode Services, LifeMoves, and HomeFirst to make sure the supportive housing system continued to function in spite of the pandemic.

One way in which the system has continued to improve during this challenging time is through establishing new permanent housing programs for people at higher risk of COVID-19 complications. The County received more than \$24 million in federal CARES Act funding, \$10 million of which is being used to create a program to rapidly rehouse this population. The state also provided more than \$60 million in funding for four projects located in the county to acquire and convert hotels and motels into permanent and interim housing through the Homekey program.

The homelessness prevention system has also expanded in response to the pandemic. With the help of Sacred Heart Community Service and over 70 different non-profit and community partners, Destination: Home has raised tens-of-millions of dollars in public and private funding to support low-income community members who are at risk of becoming homeless due to economic impacts of the pandemic. From March to December 2020, this collaborative effort had deployed approximately \$31 million in assistance to more than 14,000 households.

The lesson of COVID-19 is that, in spite of all obstacles, Santa Clara County comes together when called upon to respond to a new challenge. We innovate, build new partnerships, and break new ground. These strengths will continue to benefit our community long after the pandemic is over. It is with this sense of optimism and collaborative spirit that our community moves forward to the next challenge, which is returning to address the pre-existing crisis of homelessness in our county.

"The support we received relieved a lot of my stress and anxiety, and it made me realize that I am not alone. I am proud to be a part of a community that takes care of one another."

- Rosa, a recipient of COVID-19 financial assistance who fell behind on rent after being furloughed without pay from her position as a janitor.

Homelessness Prevention Partner Highlight:

Carry the Vision

One positive side effect of the pandemic has been the way in which new community relationships have formed. One such example is the connections that Gilroy nonprofit Carry the Vision has made with community members while distributing COVID-19 financial assistance directly to families in need. Many of the families who received assistance from Carry the Vision are Spanish-speaking and wary of receiving help from the government or nonprofit organizations.

To ensure that financial assistance was reaching households in need, Carry the Vision hired several local community liaisons to engage in outreach and encourage people to ask for help. What did this look like? Bringing food to people's doorsteps when they tested positive for COVID-19. Listening to young mothers who had just lost their jobs. Being patient and reliable when no one else was.

"A lot of people are scared and don't speak English," says Lilia Gopar, one of the community liaisons. "They are afraid that they will have to pay funds back. Knowing that we've come from similar hardships and backgrounds builds trust."

"People were choosing not to eat so that they could pay their rent," adds community liaison Rosa Arrazola. "There is so much need right now."

So far Carry the Vision has helped prevent homelessness for about 100 families during the pandemic. Now, having connected through the COVID-19 financial assistance program, many clients keep in touch with Lilia and Rosa. Some have even returned to Carry the Vision for connections to their other services, such as reentry support programs, life skills courses, and supports for parents.

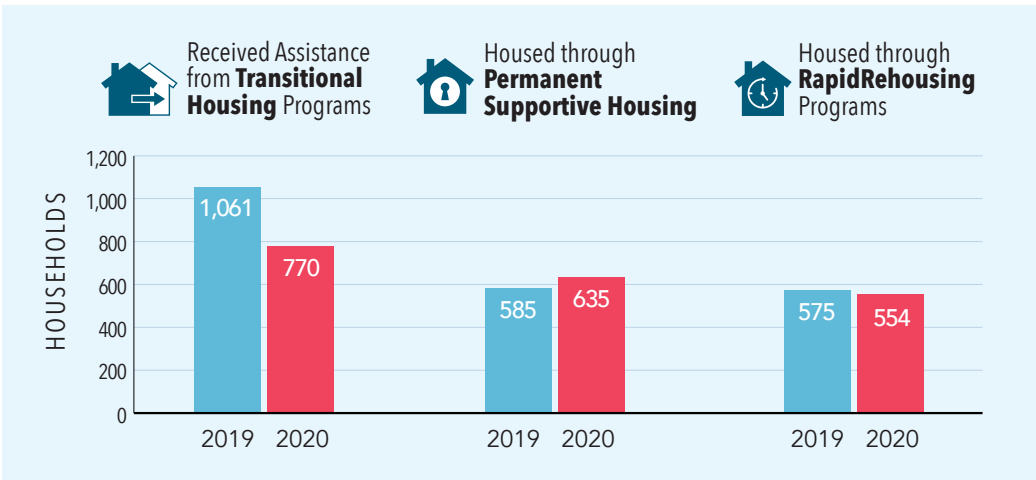
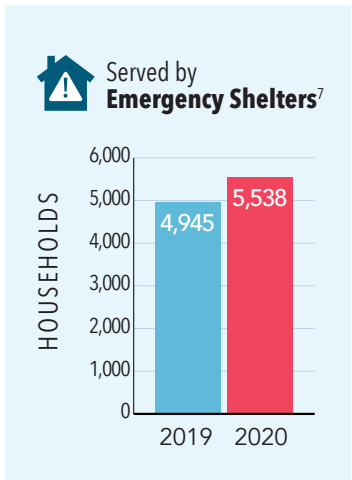
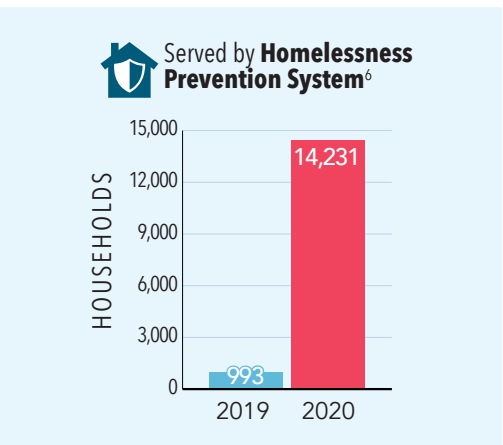
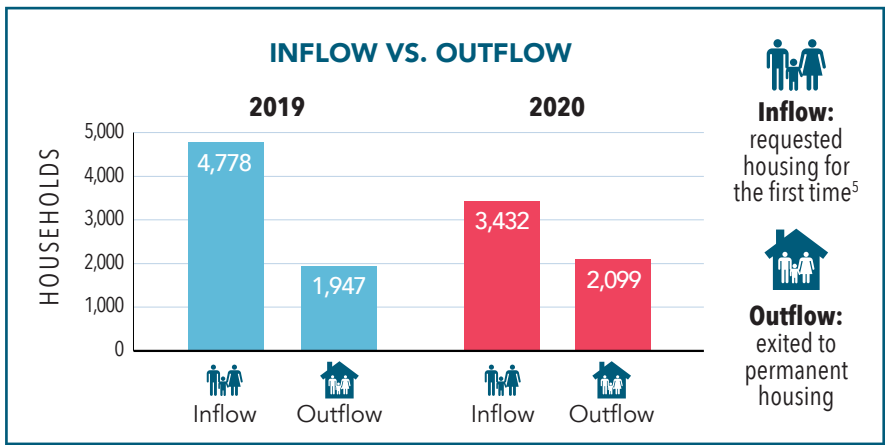
Some have also reached out for help with sensitive issues such as escaping domestic violence. In this way, COVID-19 financial assistance and the dedication of the community liaisons provided a much needed bridge to help that might not have existed otherwise.

"I expect that these relationships will last beyond the pandemic," says Rosa. "We provide a space to let people express themselves. It's important for them."

The feeling is mutual, agrees Lilia: "It's the best job I have ever had."

2020: A Year Like No Other

The supportive housing system didn't slow down in 2020, continuing to respond to the pre-existing systemic causes of homelessness as well as new needs arising from the COVID-19 pandemic.



⁵ This metric shows the total number of people assessed by the Vulnerability Index – Service Prioritization Decision Assistance Tool for the first time. This number likely decreased from 2019 to 2020 because of barriers to people being assessed during the COVID-19 pandemic.

⁶ This increase between 2019-2020 reflects the prevention system's influx of funding for people in need of COVID-19 related financial assistance.

⁷ This increase reflects the temporary increase in the emergency shelter capacity in response to the COVID-19 pandemic.

Supportive Housing Highlight:

Monterey Gateway Apartments

Steve may be a self-described “wandering soul,” but he found a place to call home at the Monterey Gateway Apartments, a 75-unit affordable housing project for seniors that opened in Gilroy in May 2020. Funded in part through 2016 Measure A, the Gateway Apartments offer onsite supportive services through the County, as well as opportunities to connect with other residents, a community computer room, and a pool.

Before settling into one of the project’s supportive housing units, Steve struggled to find his footing after being released from prison and reentering a world he didn’t recognize – a world where everyone had a computer in their phone and millionaires populated the valley he once called home with his mother and siblings.

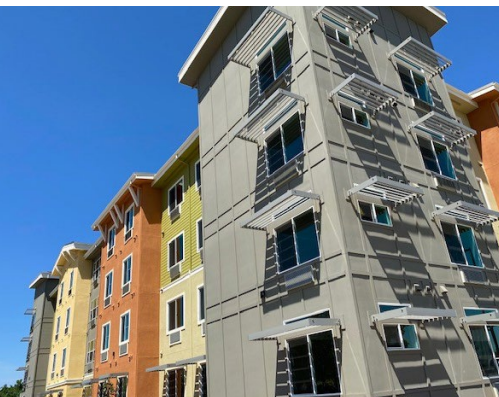
managers at the Monterey Gateway Apartments, Steve is beginning to readjust to life on the outside. “If it wasn’t for them, I would be lost,” Steve says of his team at the Monterey Gateway. They help him navigate his new life by doing things like teaching him how to pay bills online, ensuring he gets the medical treatment he needs, and providing moral support and companionship on a day-to-day basis.

Steve’s new home has also provided much needed space and stability for him to begin to deal with the trauma of his incarceration. He says he’s “calmed down a lot” now that he doesn’t have

to worry every day about meeting his needs for shelter, food, and medical care. It also means the world to him that he can lock his own door. That may not seem like much, but to Steve that’s the difference between fear and true freedom.

After 20 years in prison, Steve was released at age 64. Barely able to walk and unable to find a place to live, Steve went to rehab and stayed in various shelters, all the while striving to “be the good guy again.”

Now, with the help and guidance of his case



“Lincoln said that the strength of the nation is within the strength of the household. If you don’t have a home, what’s your foundation? You can find peace within a busy, chaotic world if you have a home you can return to.”

- Samuel F., a veteran who experienced homelessness



Housing First Success Story: Project Welcome Home

Provide housing as a first step to helping people experiencing homelessness. Offer that housing without preconditions or barriers. House people quickly, and offer tailored, voluntary services to support them. Once you provide a safe and stable home, then recovery, treatment, and economic security can follow. This is “Housing First.” And it works.

Project Welcome Home, an innovative supportive housing program created through a partnership between the County, private funders,⁸ and nonprofit housing provider Abode Services, demonstrates that Housing First can end homelessness for even the most vulnerable county residents – those who have experienced long-term homelessness and rely heavily upon emergency medical and psychiatric services to treat chronic health conditions.

Between 2015 and 2019, independent evaluators from the University of California San Francisco (UCSF) assessed Project Welcome Home’s Housing First supportive housing program, which provides clients with long-term rental subsidies and intensive voluntary case management and clinical treatment. Project Welcome Home clients are the highest utilizers of crisis medical services with experience of long-term homelessness, as identified through data matching between the County’s medical and behavioral health records and Homeless Management Information System.

⁸ Project Welcome Home is the first permanent supportive housing program to use a Pay for Success model, directly connecting program funding to results.



86% of chronically homeless individuals housed by Project Welcome Home were **successfully housed** for an average of **2.5 years** without any gaps

Project Welcome Home’s clients



required **fewer psychiatric emergency services**



and spent **fewer days in emergency shelter**

In assessing the effectiveness of the program, researchers looked at improvements in resident health, resident's use of social services, successful housing placements, and the economic benefit to the County. The study concluded that Project Welcome Home successfully placed and retained a high proportion of individuals experiencing chronic homelessness in housing, reaffirming that Housing First works.

The UCSF study found that 86%⁹ of the chronically homeless individuals who were housed by Project Welcome Home's supportive housing program¹⁰ were successfully housed for an average of 2.5 years¹¹ without any gaps.¹² In addition, Project Welcome Home's permanent supportive housing clients required fewer psychiatric emergency services and spent fewer days in emergency shelter.¹³

Project Welcome Home's success reflects the county's broader success with Housing First. As of December 31, 2020, the supportive housing system has permanently housed nearly 10,983 households since 2015 taking a Housing First approach. In 2020 alone, 77.2% of rapid rehousing participants obtained permanent housing, and the retention rate for households in permanent supportive housing was at 96.8%.

In the coming years, our community will continue to evolve and employ proven strategies such as Housing First in order to meet the needs of people experiencing homelessness. We know that Housing First will be a central strategy for ending homelessness in Santa Clara County, and remain steadfast in our dedication to Housing First's tenets: that housing is a fundamental human right, and that everyone is "housing ready."

"Even for people who we think have the greatest challenges, the needs are simple: safe, affordable housing and appropriate services. We believe housing is foundational to recovery; if stable, safe, decent housing is provided, people can overcome the harshest of circumstances and experiences."

*– Ky Le, Deputy County Executive,
County of Santa Clara*

⁹ 86% of participants who received permanent supportive housing through Project Welcome Home were housed during the study period, compared to 36% in the control group who were not enrolled with Project Welcome Home.

¹⁰ Participants who did not receive housing through Project Welcome and were instead assigned to the control group were still eligible for supportive housing provided through other County-funded programs.

¹¹ The project's target impact was for more than 80% of participants to achieve 12 months of continuous stable tenancy.

¹² Raven, et. Al. A Randomized Trial of Permanent Supportive Housing for Chronically Homeless Persons with High Use of Publicly Funded Services.

¹³ Id

"Don't tell me you can't house people, and don't tell me people with mental health disabilities or substance use disabilities can't be housed. You can and you must."

– Dr. Margot Kushel, Director of the UCSF Center for Vulnerable Populations.



The supportive housing system **has permanently housed nearly 10,983** households since 2015



In 2020, **77.2%** of rapid rehousing participants **obtained permanent housing**



The **retention rate** for households in permanent supportive housing was at **96.8%**

Opening Doors to Health and Home: Behavioral Health Services and Supportive Housing

Access to housing and behavioral healthcare, including mental health and substance use treatment, are inextricably linked. It is extremely difficult to treat behavioral health conditions for people without stable homes, and unhoused and newly housed individuals benefit greatly from the stabilizing support that behavioral healthcare provides.

Recognizing this link, the County of Santa Clara’s Behavioral Health Services Department (BHSD) and OSH work hand in hand to serve currently and formerly unhoused individuals holistically: OSH connects people experiencing homelessness to subsidized housing and provides support to keep them there, while BHSD’s services are there to help supportive housing residents overcome substance use and mental health issues that may have contributed to housing instability in the past.

Thanks to the recent growth of both systems and the County’s ability to leverage diverse funding streams – including federal Medi-Cal dollars, U.S. Department of Housing and Urban Development funding, California state funding, and local tax revenues – OSH and BHSD have been able to offer expanded services to their shared clients.

These programs include the newly created Homeless Engagement and Access Team (HEAT), which is funded by the Mental Health Services Act. The HEAT is staffed by outreach specialists and clinicians who can treat unsheltered, uninsured people, engaging people where they are to build trust as a bridge to housing and long-term services. The program has been immensely successful thus far.

In FY19-20 the HEAT team



Outreached to **1,595 people**



Assessed **482 unsheltered individuals**

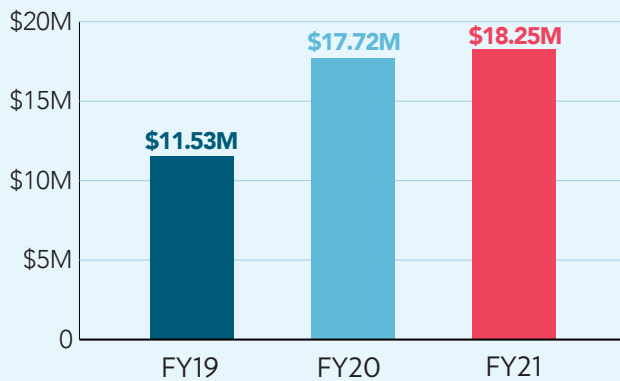


Made **117 referrals for clinical behavioral health services**



24% of people moved into permanent supportive housing

BHSD Total Funding: 2019-2021



In 2019-20, the County also expanded existing mental health services, such as the Mobile Crisis Services Team, which trains and supports police departments in effectively interacting with community members who may be in crisis and experiencing unsheltered homelessness.

These resources have also made it possible for more supportive housing residents to receive mental health treatment directly from the Supportive Housing Division of BHSD rather than having to seek assistance from outside providers who may not specialize in working with people who have experienced homelessness. An example of this is the Hope Clinic, a collaborative effort of the County and the Santa Clara Valley Medical Center - which opened in 2019 and provides tailored, comprehensive primary and behavioral health care designed to stabilize supportive housing residents. Efforts such as these have led to better coordination between housing providers and treating clinicians, resulting in seamless wraparound care for the people who need it most.¹⁴

¹⁴ In FY20, 81% of permanent supportive housing participants who were receiving mental health services received their treatment through the Supportive Housing Division of BHSD, up from 36% in 2018.

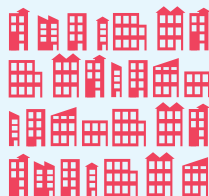
2016 Measure A Affordable Housing Bond Progress

A key driver of homelessness in Santa Clara County is the severe shortage of housing that is affordable for low-income households. Addressing this gap has been a crucial strategy in the County's efforts to prevent and end homelessness. In November 2016, voters approved a \$950 million Affordable Housing Bond to fund 4,800 units of affordable housing for households with extremely low and very low incomes. 2016 Measure A also helps create rental and home ownership opportunities for households with moderate incomes.

Since 2016 Measure A passed, local cities, affordable housing developers, service providers, and the County of Santa Clara have made significant progress towards our ten-year goals. As of December 2020:



3,032 New Apartments Funded

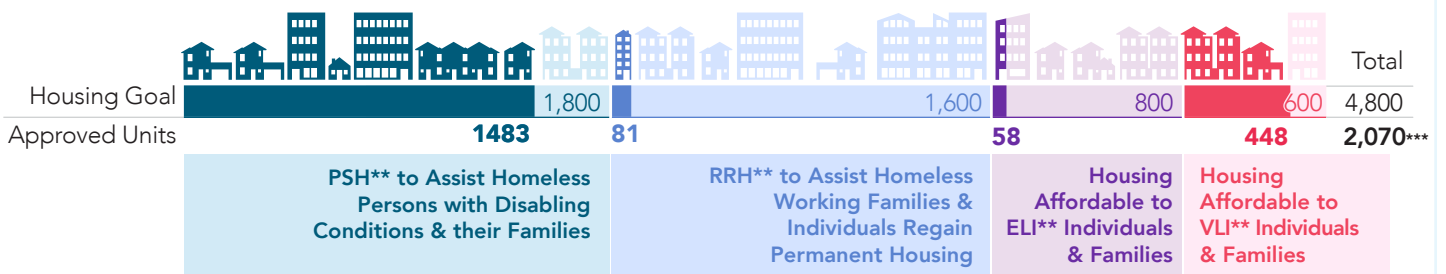


28 Housing Developments Funded



\$377,134,646 in Multi-Family Housing Developments Approved

2016 Measure A Production Goals & Progress



**PSH (Permanent Supportive Housing), RRH (Rapid Rehousing), ELI (Extremely Low Income), VLI (Very Low Income)

***440 additional units of affordable housing and apartments for building managers brings the total to 3,032 apartments approved in the last three years.

For more information about 2016 Measure A, visit:

<https://www.sccgov.org/sites/osh/HousingandCommunityDevelopment/AffordableHousingBond/Pages/home.aspx>

Where We're Going: The 2020-2025 Community Plan to End Homelessness and Progress to Date

Despite progress in creating a supportive housing system that moves thousands of homeless individuals and families into housing each year, the crisis continues to grow. The systemic factors driving homelessness are stronger than ever and are forcing more community members onto the streets and into shelters every day.

In 2019, as the 5-year period covered by the first community plan came to an end, a broad range of community partners came together to build on this progress and develop a roadmap for future work to end homelessness in 2020 and beyond. This roadmap centers on three strategies:

STRATEGY 1	STRATEGY 2	STRATEGY 3
 <p data-bbox="196 1056 521 1192">Address the root causes of homelessness through system and policy change</p>	 <p data-bbox="659 1056 971 1192">Expand homelessness prevention and housing programs to meet the need</p>	 <p data-bbox="1114 1024 1403 1192">Improve quality of life for unsheltered individuals and create healthy neighborhoods for all</p>

To truly end homelessness in Santa Clara County, collective will and resources must be summoned to not only respond to the current crisis and scale successful housing strategies, but also address and eliminate the root causes of homelessness. Of course, the COVID-19 pandemic has made implementation of these strategies all the more urgent as the number of people experiencing homelessness is expected to grow and our systems must rapidly expand to meet the need.

Alongside the implementation of strategies in this plan, the County and its partners seek to raise the voices of people with lived experience and share power and decision making with our unhoused and recently housed neighbors. Embedded in this work is a 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.

In order to make this plan a success, the County and its partners also have the goal to have each jurisdiction not only endorse this plan, but to develop implementation strategies that specifically address the concerns in their communities.

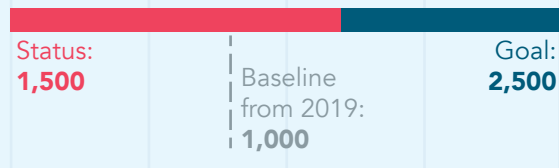
Progress toward goals:

In addition to laying out a roadmap of strategies to prevent and end homelessness, the Community Plan set aggressive targets to achieve by 2025 including:

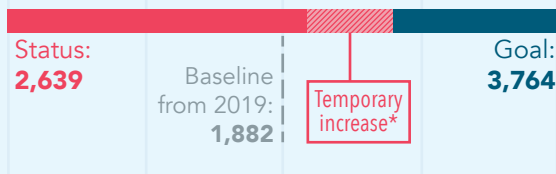
 House **20,000 people** through the supportive housing system



 Expand the Homelessness Prevention System and other early interventions to serve **2,500 people per year**

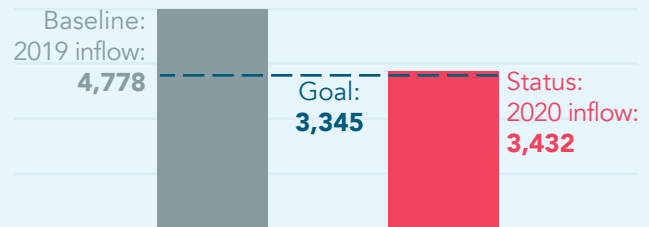


Double temporary housing and shelter capacity to reduce the number of people sleeping outside



* Temporary increase is the result of a temporary capacity increase of 1,123 for COVID-19 and a temporary decrease of 516 for social distancing.

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



To read the entire 2020-2025 Community Plan to End Homelessness, visit: <https://housingtoolkit.sccgov.org/take-action/santa-clara-county-community-plan-end-homelessness-2020-2025>

For a countywide map of supportive housing developments, visit: www.supportivehousingscc.org/map



"The County's homelessness prevention system is a magnificent program and support. It makes you better and bigger as a person. The biggest thing of all is because of this support, we didn't have to separate our family. We were able to stay together, learn and grow together."

- Monica M., a mother of five, whose family remained housed through Sacred Heart's Homelessness Prevention Program

Conclusion

In 2019-20, Santa Clara County's supportive housing system provided shelter, emergency assistance, permanent housing, and supportive services to thousands of currently and formerly homeless individuals and families. Still, with thousands of people experiencing homelessness and tens-of-thousands more on the brink due to high housing costs, a lack of living-wage jobs, and the economic fallout from the COVID-19 pandemic, there is much progress to be made to achieve the community's goal of making homelessness rare, brief, and non-recurring.

Since launching the first Community Plan to End Homelessness in 2015, the supportive housing system has continued to grow and improve its ability to serve the diverse population of people experiencing homelessness in the county. Expanding the reach and capacity of the supportive housing system in 2019-20 was no exception. While forming and implementing the 2020-25 Community Plan to End Homelessness over the past two years, the system moved over 4,000 households from homelessness to housing, bringing the community closer to its goal of ending homelessness.

Despite these accomplishments, COVID-19's full impact on our community and local economy is not yet known. While the future is uncertain for many in our community, we know that our county will continue to work together collaboratively, compassionately, and creatively to meet these challenges – including pursuing the end of homelessness.



“You don’t know how important a home is until you don’t have one. Actually having a place for me and my daughter to come home to makes everything we have to deal with in this crazy life a little bit easier every day. We’ve never had a home to come to until now, so it’s affected our lives in every possible way you could imagine. It’s everything and only for the better. ”

- Amy G., a mother who experienced homelessness with her two-year-old daughter



ENDING HOMELESSNESS

2018



The State of the
Supportive Housing System
in Santa Clara County

ENDING HOMELESSNESS

The State of the Supportive Housing System in Santa Clara County **2018**

Acknowledgements

This report was prepared by HomeBase, The Center for Common Concerns on behalf of the County of Santa Clara Office of Supportive Housing and was designed by Cesar Ramirez of Gilmore IT Solutions.

The Office of Supportive Housing would like to thank its many partners who generously provided information for this report. Special thanks to the clients who shared their stories.

This report can be downloaded at the Office of Supportive Housing website:
www.supportivehousingcc.org/report

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Far left, top left and top right photos, courtesy of Destination: Home.

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A map of developments that include supportive housing is available at: www.supportivehousingccc.org/map



Photo by Bruce Damonte, courtesy of MidPen Housing.

EXECUTIVE SUMMARY

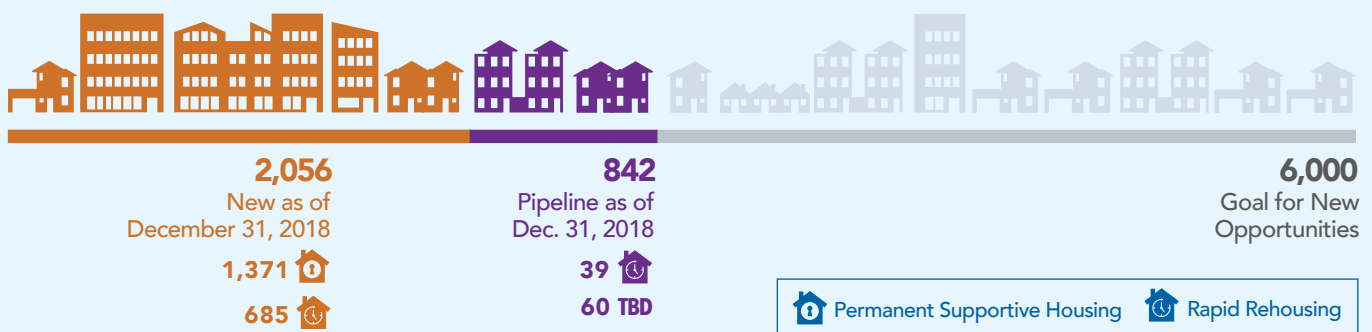
In Santa Clara County, the heart of Silicon Valley, thousands of residents experience homelessness each year, many living on the streets, in tents, or in vehicles. For many more households, the high cost of housing and too few living wage jobs leaves them one emergency or unexpected expense away from losing their housing. While most households that fall into homelessness are able to quickly resolve their housing crises, many others face steep barriers to regaining housing stability.

This report highlights the collaborative efforts of the County of Santa Clara Office of Supportive Housing and its numerous partners in 2018 to address the diverse causes and impacts of homelessness. From affordable housing development to preventing homelessness before it occurs to strengthening the supportive housing system to better serve those with the highest needs, these efforts demonstrate the power of partnerships to further the community's efforts to end homelessness.

Partnering to End Homelessness

To address the needs of its most vulnerable residents, Santa Clara County's supportive housing system provides shelter, supportive housing, and homelessness prevention services. However, these resources are limited and the demand for affordable housing and supportive services far exceeds the system's current capacity. Santa Clara County's Community Plan to End Homelessness, created in 2015, outlines a coordinated strategy to address homelessness that is powered by collaboration. Building partnerships across County departments, local governments, the business sector, and non-profit and philanthropic partners to leverage available resources and bring in new funding streams is fundamental to expanding the reach of the supportive housing system.

Progress Toward Goal of 6,000 New Housing Opportunities



Building Affordable Housing

Building more affordable housing is an essential component of the community's collaborative strategy to end homelessness. Responding to the deepening housing crisis, especially for the county's lowest-income residents, the County of Santa Clara has prioritized funding and development of housing for residents experiencing homelessness and extremely low-income households making less than 30 percent of Area Median Income. In response to urgent community need, the County has taken a multifaceted approach, partnering with city governments, housing developers, nonprofit and philanthropic organizations, property managers, landlords, and the Santa Clara County Housing Authority to increase the number of available affordable apartments for these priority populations and the supports necessary to help them stabilize.

Key examples of the collaboration necessary to stably house the county's most vulnerable residents include:

- **Second Street Studios** which, in 2019, became home to 134 new tenants who have experienced long periods of homelessness, many of whom have relied on the community's emergency medical and behavioral health systems to address long-term disabilities and medical needs. The project's radically collaborative approach, bringing together developers, property managers, and service providers, offers a model of coordinated support for the community's most vulnerable members.
- **The Measure A Affordable Housing Bond**, passed in 2016, provides \$950 million in funding for 4,800 units of affordable housing over 10 years. To date, the County has approved funding for 19 developments, including 13 in 2018, creating a total of 1,437 new affordable homes.

Supportive Housing System and Crisis Response System Partnerships

In Santa Clara County's supportive housing system, affordable housing is complemented by individualized medical, behavioral health, employment, and other supportive services to help clients maintain stable housing. System partners are continuously evaluating programs to improve outcomes for families and individuals experiencing homelessness. The continuum of programs and services provided to meet the needs of the community's most vulnerable residents involve many innovative partnerships designed to maximize the impact of the limited resources available and meet the high demand for homeless services.



RAPID REHOUSING

Obtained Permanent Housing



(883 of 1,297) of clients who exited rapid rehousing programs in 2018



PERMANENT SUPPORTIVE HOUSING

Permanent Housing Retention



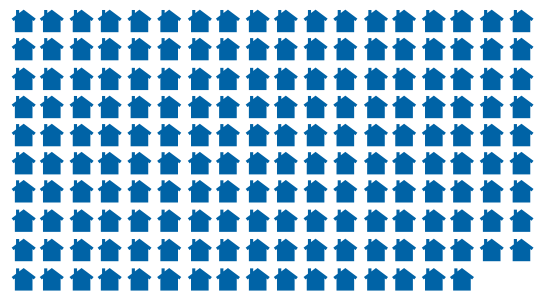
(956 of 1035) of clients served by a permanent supportive housing program in 2018

In 2018, key programs and strategies implemented by the Office of Supportive Housing and its partners include:

- Taking a Multidisciplinary Approach to Meeting the Needs of the Most Vulnerable Residents** – The Office of Supportive Housing and the County of Santa Clara Health System expanded their partnership through the Valley Homeless Healthcare Program in 2018 to include a 13-person multidisciplinary team dedicated to providing medical, behavioral health, and other supportive services to permanent supportive housing participants. To meet the unique needs of people experiencing homelessness, the team provides wrap-around services, supporting them not only through their immediate medical care and housing process, but also in maintaining long-term housing stability.
- Raising the Voices of People with Lived Experience of Homelessness** – In 2018, together with Destination: Home, the Office of Supportive Housing supported the formation of the Lived Experience Advisory Board, a 13-member body comprised of currently and formerly homeless individuals with diverse life experiences. Creating a direct line of communication with system-level decision-makers, the Board has provided input on new County policies and made recommendations for the use of new state funding, as well as provided leadership development opportunities for members.
- Expanding the Community's Capacity to Prevent Homelessness** – The Homelessness Prevention System brings together a network of community partners to provide flexible financial assistance and resources for households at risk of losing their housing. The program expanded its reach to serve more than 500 households in 2018, with plans to double capacity in 2019.
- Fostering Safe Spaces and Targeted Services for the LGBTQ Community** - To address the large disparity in LGBTQ persons experiencing homelessness in Santa Clara County, more than 70 stakeholders, as well as LGBTQ youth and young adults, came together in 2018 to develop a 20-person LGBTQ-friendly temporary housing program. The program was collaboratively designed to meet the needs of LGBTQ individuals and prompted additional system-wide changes across the supportive housing system to ensure safe and equal access to housing and services.

Through a multitude of innovative and strategic partnerships, Santa Clara County's supportive housing system provided shelter, emergency assistance, permanent housing, and supportive services to thousands of currently and formerly homeless individuals and families in 2018. Still, with more than 7,300 people experiencing homelessness and thousands more on the brink due to high housing costs and a lack of living-wage jobs, expanding the reach and capacity of the supportive housing system is critical to achieving the community's goal of making homelessness rare, brief, and non-recurring.

Combined and coordinated, these individual efforts leverage the expertise of each partner and maximize limited resources in the community, resulting in



1,783 households
moving from **homelessness**
to **housing** in 2018.

A shared vision and commitment to strategic and mutually beneficial partnerships is at the core of the progress made in 2018. The County of Santa Clara Office of Supportive Housing appreciates the many stakeholders who contributed to this growth and looks forward to opportunities to further strengthen the supportive housing system through future collaboration. Maintaining and accelerating progress towards ending homelessness in Santa Clara County will require continued commitment to the community's shared goals and ever more partnerships to better serve the County's most vulnerable residents.

INTRODUCTION

Despite a prosperous local economy and high median incomes, thousands of Santa Clara County residents experience homelessness each year. As of January 2017, more than 7,300 individuals were living on the streets, in shelters, or in transitional housing across the county. For many thousands more households on the verge of homelessness, stable and affordable housing is out of reach due to the high cost of housing and too few living wage jobs. Data shows that while most households that fall into homelessness are able to quickly resolve their housing crises, many others face steep barriers to regaining housing stability, including physical and mental health disabilities, experience of trauma, extremely low or fixed incomes, and discrimination.

To address these urgent needs, Santa Clara County's supportive housing system provides shelter, supportive housing, and homelessness prevention services in furtherance of the goal of making homelessness rare, brief, and non-recurring. However, these resources are limited and the demand for affordable housing and supportive services in Santa Clara County far exceeds the system's current capacity. Partnerships across departments, business sectors, and systems to leverage current resources and bring in new funding streams are fundamental to expanding the reach of the supportive housing system.

Recognizing that homelessness and housing are at the intersection of many vital community needs, the supportive housing system has been intentionally designed around collaboration between County systems, local cities, housing developers, philanthropic funders, community organizations, and community members.

Partners in the supportive housing system work collectively toward the goal of ending homelessness, while at the same time furthering the objectives of each agency, accomplishing more together than each partner could achieve acting on their own."

*– Ky Le,
Director, County of Santa Clara Office of Supportive Housing*

This report highlights the collaborative efforts of the County and its numerous partners in 2018 to address the diverse causes and impacts of homelessness. From affordable housing development to preventing homelessness before it occurs to strengthening the supportive housing system to better serve those with the highest needs, these efforts demonstrate the power of partnerships to further the community's efforts to end homelessness.

Photo by Bernard Andre.



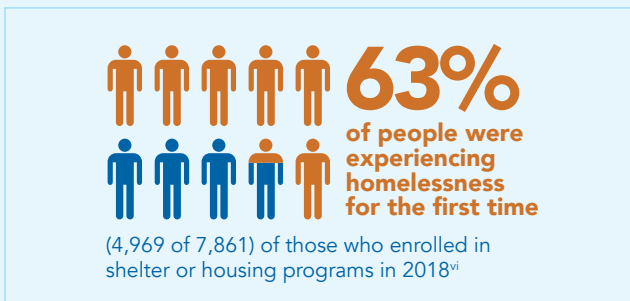
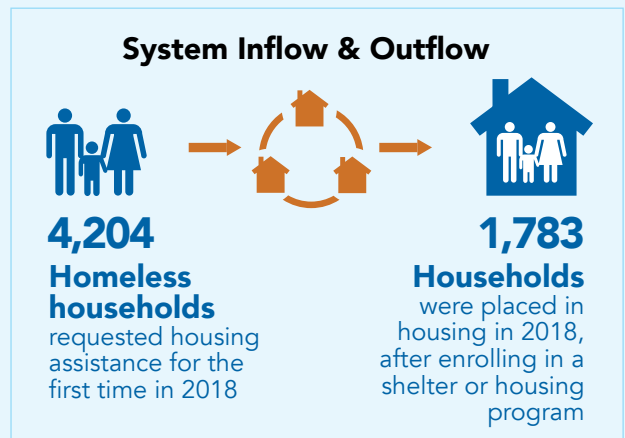
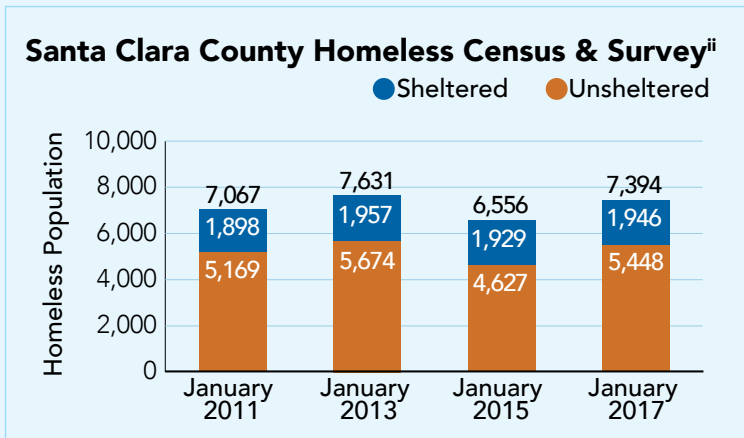
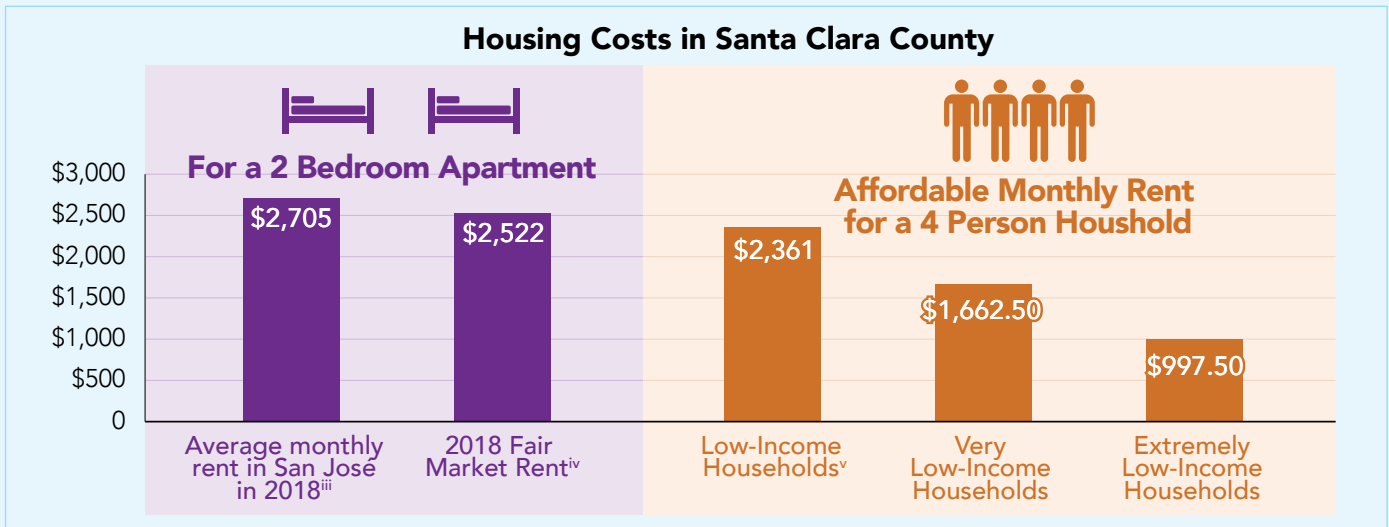


HOMELESSNESS IN SANTA CLARA COUNTY

Photo by Bernard Andre.

Homelessness in Santa Clara County increased from January of 2015 to January of 2017, as rental costs continued to exceed affordability for low income individuals and families.¹ A lack of affordable housing options for the community's most vulnerable residents means that thousands of households live on the brink of housing loss, and many become homeless for the first time each year. Individuals and families, adults and children, people with jobs, and those with severe disabling conditions all face challenges to finding and retaining safe and stable housing. Through a range of shelter and housing programs connected to healthcare, employment, education, legal services, and other support systems, the supportive housing system helped 1,783 people overcome daunting barriers and find new homes in 2018.

¹ Every other year in January, the County of Santa Clara Office of Supportive Housing coordinates a countywide point-in-time count of people experiencing homelessness. This biennial Homeless Census and Survey provides the best data available on the size of the county's homeless population over time, including numbers of people sleeping outside, in vehicles, or in structures not intended for human habitation (unsheltered), and in emergency shelters and transitional housing programs (sheltered). For more information about the Homeless Census and Survey, see Appendix B: Data Sources.



ⁱⁱ Santa Clara County 2017 Homeless Census and Survey Comprehensive Report; Santa Clara County 2015 Homeless Census and Survey Comprehensive Report; Santa Clara County 2013 Homeless Census and Survey Comprehensive Report <https://www.sccgov.org/sites/osh/ContinuumofCare/ReportsandPublications/Documents/2015%20Santa%20Clara%20County%20Homeless%20Census%20and%20Survey/2015SantaClaraCountyHomelessCensusandSurveyReport.pdf>

ⁱⁱⁱ City of San José, Housing Market Update Third Quarter 2018. <http://www.sanjoseca.gov/DocumentCenter/View/81207>

^{iv} Fair market rent is the amount that the Department of Housing and Urban Development (HUD) calculates would be needed to pay rent and utilities for a modest, privately owned, and safe rental unit of that size. U.S. Dept. of Housing and Urban Development, Fair Market Rent. Available at: https://www.huduser.gov/portal/datasets/fmr/fmrs/FY2018_code/2018summary.odn

^v The federal government considers a household Low-Income (LI), Very Low-Income (VLI), or Extremely Low-Income (ELI) when the household's income is at or below a certain threshold. The thresholds are 80 percent of Area Median Income (AMI) for Low-Income households, 50 percent for VLI, and 30 percent for ELI. Affordable monthly rent is estimated as 30 percent of the income threshold established by HUD for a four-person household. <https://www.scchousingauthority.org/section-8-housing-programs/waiting-lists-applicants/income-limits/>

^{vi} HUD defines first-time homelessness as families and individuals who have not had contact with any housing or service programs for people experiencing homelessness in the previous 24 months.



Who Experiences Homelessness?

While a persistent gap between soaring housing costs and stagnant incomes for low- and extremely low-income residents remains the primary driver of housing instability in Santa Clara County, no one-size-fits-all solution will end homelessness for all residents. Homelessness affects people of all ages, family compositions, and stages of life, and from each of the diverse communities within our county. From affordable housing development to health care, employment, education, and basic physical safety, progress toward ending homelessness relies on the success of all of the supportive housing system partners in pursuing their individual goals for the populations they serve.

Veterans

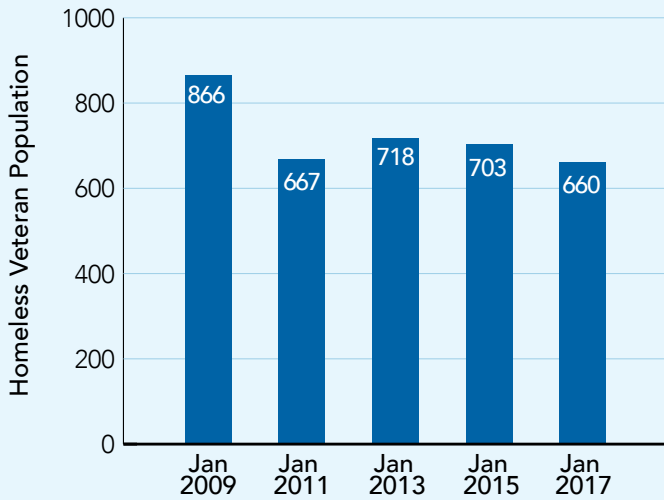
California has the largest population of veterans experiencing homelessness in the country. Many veterans experiencing homelessness have high barriers to housing due to service-related trauma, including Post-Traumatic Stress Disorder and substance use issues, which can result in long periods of homelessness. Ending veteran homelessness is a priority both nationally and locally, and the community has made significant progress in reducing the overall number of veterans experiencing homelessness in the past ten years.

This reduction in veteran homelessness is a powerful example of effective collaboration – in this case, between local cities, service providers, and two distinct service systems: one designed to serve qualifying veterans and the other designed to serve people experiencing homelessness. (See p.33 for more information about the All the Way Home campaign and other efforts to end veteran homelessness.)

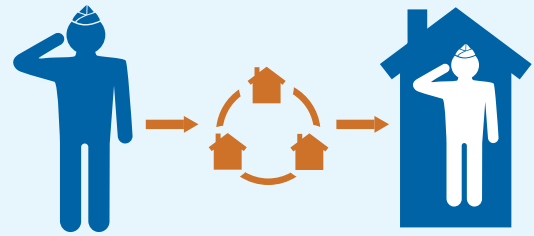
Youth and Young Adults

A variety of circumstances and risk factors contribute to high rates of youth homelessness in Santa Clara County. Family dynamics, including arguments and violence, are often the precipitating cause of homelessness among youth between the ages of 12 and 24, and time spent in the foster care system is a leading risk factor. Overall, youth and young adults are less likely to access services or government assistance and are often more difficult to locate or identify than the adult homeless population, making youth-specific housing and services an essential component of the supportive housing system.

Santa Clara County Homeless Census & Survey Homeless Veterans



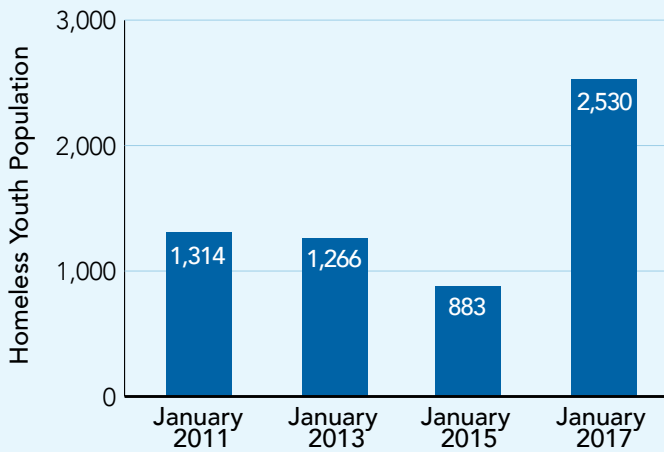
System Inflow & Outflow of Homeless Veterans



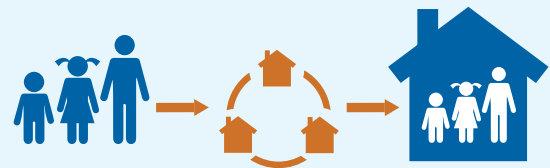
325
Homeless veterans
requested housing help for the first time in 2018

328
Veterans
were placed in housing in 2018, after enrolling in a shelter or housing program

Santa Clara County Homeless Census & Survey Homeless Youth & Young Adults

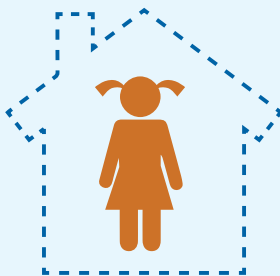


System Inflow & Outflow of Homeless Youth & Young Adults^{vii}



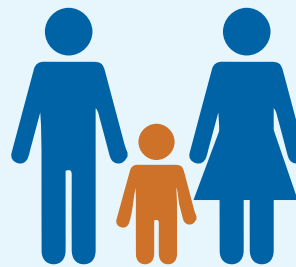
594
Homeless youth
aged 24 or younger requested housing help for the first time in 2018

288
Youth
aged 24 or younger were placed in housing in 2018, after enrolling in a shelter or housing program



In the 2017 Homeless Census and Survey

96%
of youth and young adults were **unsheltered**



In the 2017 Homeless Census and Survey

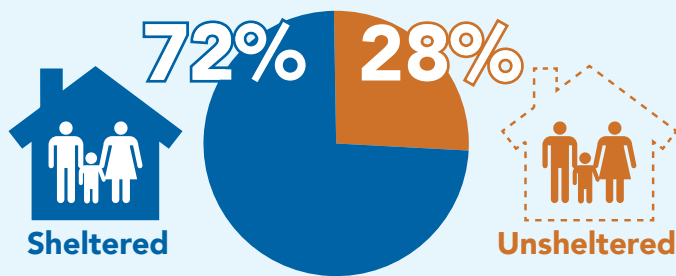
45%
of youth and young adults reported experience in the **foster care system**

^{vii} This system inflow and outflow data includes youth 24 and under, including some youth under 18, who identified themselves as the head of a household.

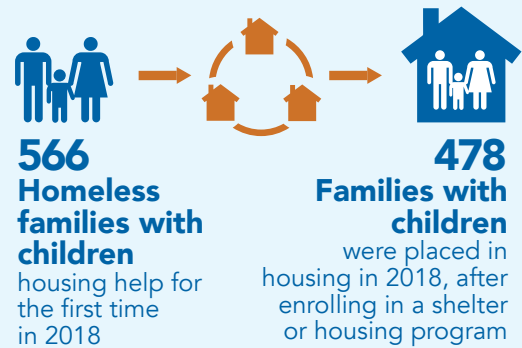
Families with Children

For low-income families, the high cost of housing in Santa Clara County is compounded by numerous other expenses, such as child care and the need for more living space. As a result, many families in Santa Clara County live with the reality that one – or even two – low-wage jobs are not sufficient to cover basic necessities. Homelessness has many negative consequences for school-aged children, including increased rates of anxiety and behavior issues, and decreased academic achievement due to absences and changing schools.^{viii} School-based programs that provide both academic and community supports for homeless children and youth are critically important for families.

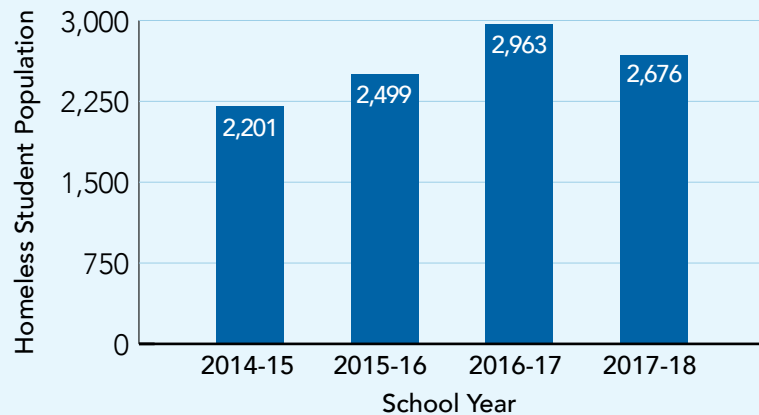
2017 Santa Clara County Homeless Census & Survey Families with Children



System Inflow & Outflow Families with Children



Students Identified as Homeless or “Doubled Up” in Santa Clara County Public Schools^{ix}

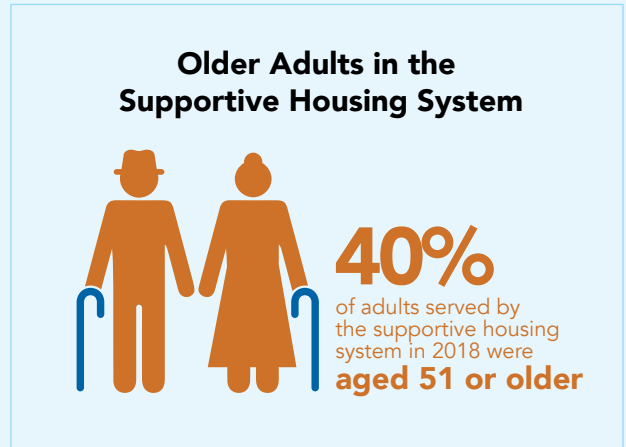
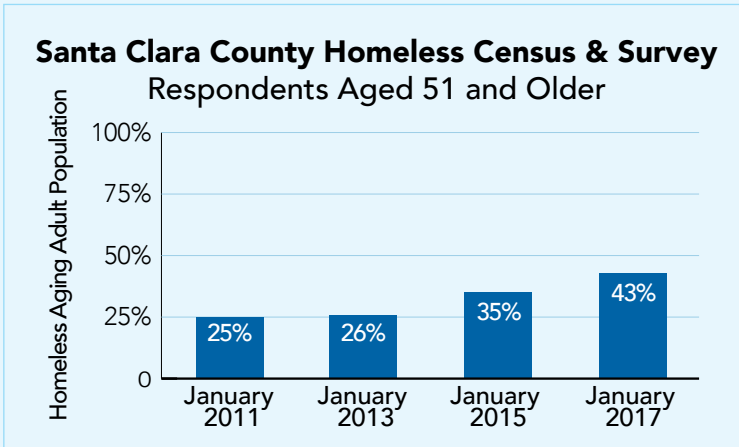


^{viii} U.S. Interagency Council on Homelessness, “Opening Doors: Federal Strategic Plan to Prevent and End Homelessness.” 2015. https://www.usich.gov/resources/uploads/asset_library/USICH_OpeningDoors_Amendment2015_FINAL.pdf

^{ix} Each year, schools assess the number of students experiencing housing instability. While this assessment uses a more expansive definition of homelessness than that required by the U.S. Department of Housing and Urban Development for the Homeless Census and Survey – including families that are “doubled up” or living in motels or other temporary housing – the information collected by schools provides further insight into families that are homeless or at risk of homelessness. For more information about the definition of homelessness used in this report, see Appendix A: Defining Homelessness.

Aging Adults

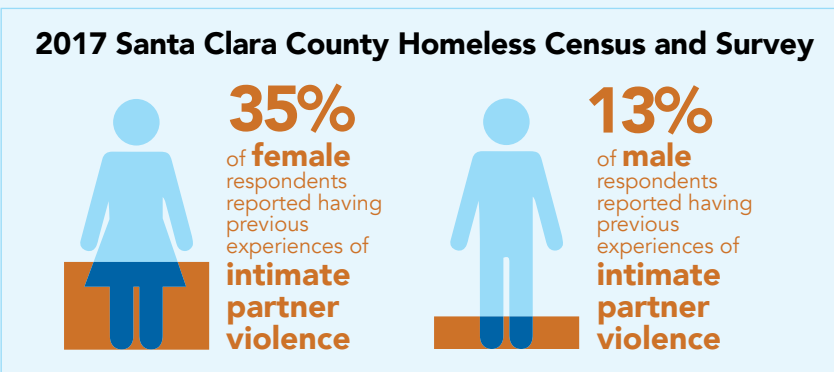
As the “baby boomer” generation grows older, an increasing number of Santa Clara County’s older adults are aging into poverty and homelessness. Many seniors live on fixed incomes that are overwhelmed by high-cost housing and healthcare which affords little flexibility to accommodate fluctuations in the cost of housing or other basic necessities. The stress and instability of homelessness can cause premature aging and significantly reduce life expectancy. Research has demonstrated that homeless adults over the age of 50 have rates of chronic illness and geriatric conditions akin to housed adults who are 15 to 20 years older.^x



Survivors of Intimate Partner Violence

In Santa Clara County, as in many other communities, intimate partner violence and homelessness often go hand-in-hand. Experience of intimate partner violence is common among individuals and families experiencing homelessness and is often cited as a primary cause of housing loss. Especially in a high-cost housing market like Santa Clara County, limited financial resources make escaping an abusive relationship increasingly difficult.

In addition to meeting immediate safety and housing needs, survivors of intimate partner violence often require specialized support and safe spaces to cope with trauma. Agencies serving survivors of intimate partner violence in Santa Clara County play a unique and crucial role in the supportive housing system for those fleeing intimate partner violence.



^x Justice in Aging, “How to Prevent and End Homelessness Among Older Adults.” April 2016. Available at: <http://www.justiceinaging.org/wp-content/uploads/2016/04/Homelessness-Older-Adults.pdf>

^{xi} This data is from the community’s Homeless Management Information System (HMIS) and includes all adults served by street outreach, shelter, transitional housing, or permanent housing for people exiting homelessness. Victim service providers (organizations whose primary goal is to serve people fleeing intimate partner violence, sexual assault, or human trafficking) do not enter data into HMIS for safety reasons, so this data does not include adults with experience of intimate partner violence who were served by victim service providers within the supportive housing system.

PARTNERING TO END HOMELESSNESS

From the inception of Santa Clara County's supportive housing system, city, County, nonprofit, philanthropic, and other community partners have recognized that the impact of a collaborative approach will always be greater than the sum of its parts. Thoughtful and strategic partnerships enrich the individual efforts of each partner even as they further the shared goal of making homelessness rare, brief, and non-recurring for all residents.

Photo courtesy of Destination: Home.

The Community Plan to End Homelessness in Santa Clara County

The Community Plan to End Homelessness in Santa Clara County, developed through a series of community summits in 2014, outlines a coordinated strategy to address homelessness that is powered by partnership. Through the community planning process, representatives of the County, local cities, nonprofit advocacy groups, service providers, philanthropic organizations, elected officials, universities, and people with lived experience of homelessness committed to a vision of strategic, intentional partnerships that leverage individual strengths and expertise into a coordinated and effective system. The partnerships highlighted in this report are a living illustration of this vision.

As the 5-year period covered by this plan comes to an end, this year will see a renewed community planning process to develop a roadmap for future work to end homelessness in 2020 and beyond. The many partners of the supportive housing system will have an opportunity to reflect on significant progress made toward the goals and strategies they laid out for 2015-2020:

1

Disrupt Systems

The Community Plan calls for disruptive strategies and innovative programs that transform the systems related to housing people experiencing homelessness.

- Deepen partnerships between local governments, nonprofit service providers, and the business sector to improve coordination
- Use data to implement outcomes-based decisions about the most effective programs and structures to meet community needs
- Coordinate housing and services through the Coordinated Assessment System to connect each individual with the right housing solution
- Ensure that all individuals have a plan for housing upon exit from criminal justice or medical institutions and are not discharged into homelessness

2

Build the Solution

To end homelessness, it is essential to secure the full amount of funding needed to provide affordable housing and services to those who are homeless and those at risk of homelessness.

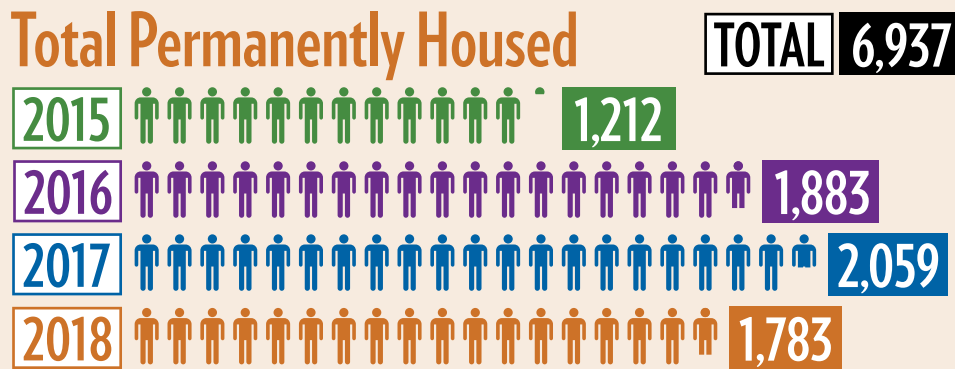
The Community Plan sets a goal of 6,000 new affordable housing opportunities dedicated to people experiencing homelessness, including new physical homes and apartments and new rental subsidies. Tenants in each of these new housing opportunities will have access to case management, health care, employment programs, and other services to ensure they are able to remain housed.

3

Serve the Person

The Community Plan recognizes the importance of client-centered strategies that target resources to each specific individual or household based on their unique and different needs. Goals under this section focus on increasing the system’s capacity to serve veterans, children and youth, families, people with disabilities who have experienced long-term homelessness, and other specific subpopulations.

Since implementation of the Community Plan began in 2015, the supportive housing system has helped 6,937 households return to safe and permanent housing.



In 2018, supportive housing system partners continued to make significant progress toward Community Plan goals. In 2018 alone, new construction and expanded funding created over 600 new affordable homes for people exiting homelessness (see **Building Affordable Communities** on page 18 for more information about progress toward 6,000 new housing opportunities). Longstanding partners deepened existing collaborations to ensure health, well-being, and housing stability for

the county’s most vulnerable residents (see **Supportive Housing Partnerships** on page 31 for more information about cross-system partnerships). As it grows to meet the community’s need, the supportive housing system will continue to focus on systemwide coordination and improved crisis response for all families experiencing homelessness (see **Crisis Response System** on page 44 for more information about system coordination and shelter programs).

Destination: Home

Serving as a convener and key partner in Santa Clara County’s supportive housing system, Destination: Home collaborates with diverse community stakeholders, including foundations, corporations, nonprofits, and local government agencies, to develop and fund strategies to prevent and end homelessness. As a public-private partnership, Destination: Home leverages philanthropic investments and implements collective impact initiatives, including developing the countywide Community Plan to End Homelessness in 2015, and supporting research and data-driven decision-making to inform strategic allocation of limited resources.

Among their many strategic initiatives, in 2018, Destination: Home supported the development of the Lived Experience Advisory Board, a platform for currently and formerly homeless individuals to have a voice in the community’s decision-making process (see pg. 16), and expanded the reach of the Homelessness Prevention System to provide flexible assistance to help families and individuals remain stably housed (see pg. 45).

Philanthropic Investments in Homelessness

Beyond government and non-profit organizations, engaging the private sector in a meaningful and ongoing way is critical to the long-term success of all efforts. Seeded with one of the largest private contributions to homelessness in history, Destination: Home launched the Supportive Housing and Innovation Fund in 2018 with a grant of \$50 million from Cisco. The new Fund enables the private sector to strategically and seamlessly support local initiatives, complement public funding, and share in a joint approach to prevent and end homelessness for the community's most vulnerable residents.

In the coming years, the Fund will help fulfill the intent of the Community Plan by launching a grantmaking strategy to attract and effectively deploy more private and philanthropic capital. The Fund will be used to facilitate stakeholder engagement, create coalitions, help partners overcome economic fluctuations, and act as a catalyst for expediting and scaling proven solutions. The goal of the Fund is to demonstrate the power of philanthropy and the critical role of the private sector in creating lasting solutions to make homelessness rare, brief and non-recurring in the community.

Santa Clara County's Lived Experience Advisory Board

Santa Clara County's Lived Experience Advisory Board, created in 2018, is a leadership development body that provides a platform for its members with lived experience of homelessness to learn about and provide meaningful input to improve Santa Clara County's supportive housing system. The Board was formed with the goals of fostering leadership and a sense of empowerment among its members, and to provide clear communication and ongoing partnership between decision makers and the people the system serves.

Recognizing the importance of including people who have experienced homelessness in planning and decision making across the system, Destination: Home and the Office of Supportive Housing spearheaded creation of the Board to establish an official avenue for feedback and input. Initial members were recruited through homeless service provider agencies and community leaders with the aim of bringing together a diverse and inclusive board that reflects the population of people experiencing homelessness across the county. The founding members have been intentional in identifying which voices are missing and recruiting new members to fill those voids, including people of color, youth, parents, and people who have overcome various barriers to housing, such as substance use and other disabilities.

The Board strives to empower people with lived experience of homelessness across Santa Clara County to improve the supportive housing system, dispel myths about homelessness, and help the broader community better understand their needs. Key to the Board's success thus far have been strong support from the Santa Clara County Continuum of Care leadership and opportunities to have direct impact and meaningful participation. Now 13 members strong, the Board is quickly becoming an integral part of the homeless system of care. The Board has provided input on priorities for investment of new state funding available to provide emergency assistance, weighed in on policies impacting formerly homeless individuals in the county's housing programs, served on review committees to determine funding priorities for local and federal funding, and charted a path for further leadership development and skill building for members.

"I see the Board as an opportunity to give back to the community. The Board has been a very empowering, very positive experience."

*– Holly Kemp,
Lived Experience Advisory Board Member*



"I joined the Lived Experience Advisory Board because I want to serve as a strong voice for the homeless and formerly homeless population in Santa Clara County, give personal input and feedback, and share my experience with the community. It's valuable for clients to be heard and, a lot of times, our voices are hushed. We should strive for the opposite."

*– Saline Chandler,
Lived Experience Advisory Board Member*



"The Lived Experience Advisory Board is important because it gives people who are not usually heard a voice. . . Going forward, I would like to see us play a bigger part in directing funding and helping the community understand why people experience homelessness."

*— Summer-Lee Bettencourt,
Lived Experience Advisory Board Member*



BUILDING AFFORDABLE COMMUNITIES

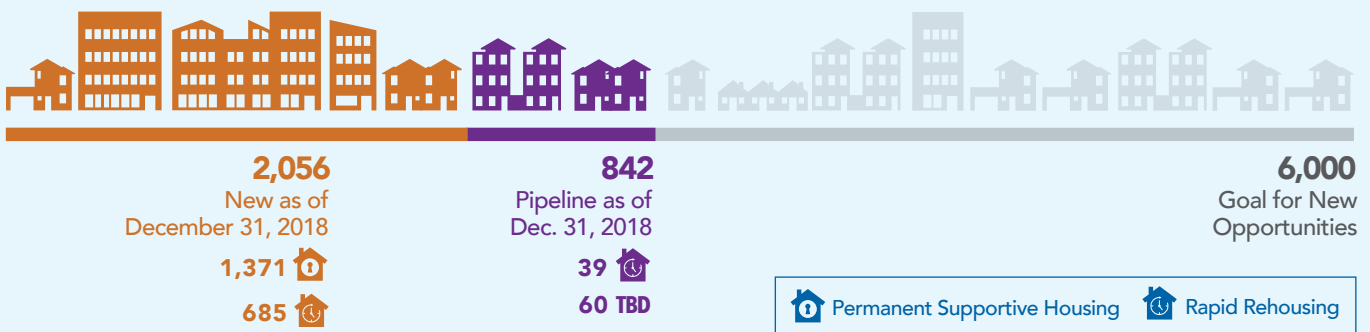
Affordable housing is an essential component of the community’s collaborative strategy to end homelessness. Rental costs continue to rise across the Bay Area, deepening a housing crisis that disproportionately impacts the region’s lowest-income residents, including individuals and families with low- and moderate-wage jobs, seniors and people with disabilities on fixed incomes, and single-income families with children. For those dedicating a significant portion of their income to housing costs, homelessness is just one medical emergency, missed paycheck, or rent increase away.

Since implementation of the Community Plan to End Homelessness began in 2015, Santa Clara County has made significant progress toward the central goal of creating 6,000 new affordable housing opportunities for individuals and families experiencing homelessness. The County of Santa Clara and several local cities have

increased investment in affordable housing development in response to urgent community need, and they have partnered with housing developers, property managers, landlords, and the Santa Clara County Housing Authority to increase the number of available affordable apartments and homes in many neighborhoods.

However, funding and housing development are only half of the picture. Partners who work day-to-day with people facing housing instability and homelessness bring valuable knowledge and experience to the development of affordable supportive housing and to the provision of services. These partners, from healthcare providers and foster youth advocates to those working in the criminal justice system, are involved early on in design, development, and service provision to ensure that new affordable housing meets the needs of all of the community’s most vulnerable residents.

Progress Toward Goal of 6,000 New Housing Opportunities



Building Together



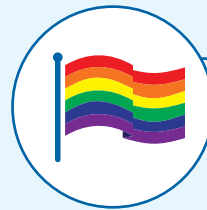
Supportive housing partners in the medical and behavioral health systems help to design and operate housing that supports health and wellness. See page 23 “Second Street Studios” and page 35 “Valley Homeless Healthcare Program” for examples of health care partnerships.



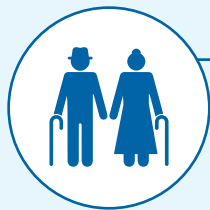
Partners in the child welfare system and foster youth advocates seek affordable housing options that allow families to reunite and provide stability for youth transitioning out of foster care.



Partners in the criminal justice system recognize housing as a key factor in preventing recidivism and ending cycles of criminal justice involvement. See page 37 “Reentry Resource Center” for more about criminal justice system partners.



LGBTQ advocates understand the unique needs of LGBTQ communities for safe, supportive, and affirming housing. See page 49 “LGBTQ-Friendly Temporary Housing” for an example of partnership with LGBTQ advocates.



Partners serving aging adults understand the unique medical and quality-of-life needs of this population, as well as the importance of housing options that are affordable to individuals on fixed incomes. See page 25 “Agrihood Senior Apartments” for an example of supportive housing designed to meet the needs of older adults.



Veteran advocates and service providers partner with the supportive housing system to ensure that housing options exist for all veterans and their families. See page 33 “All The Way Home” for more information on a community-wide campaign to end veteran homelessness.



Advocates for survivors of intimate partner violence provide services and safe housing options within the supportive housing system for individuals and families who have experienced intimate partner violence, sexual assault, or human trafficking.



Employment partners work with supportive housing programs to connect clients with living wage employment and increase housing stability. See pg 39 “Employment Pathways Initiative” for more information about employment partners.

Santa Clara County Housing Authority

The Santa Clara County Housing Authority administers the federal Housing Choice Voucher Program and HUD-VASH rental subsidies that make housing affordable for thousands of low-income residents in Santa Clara County.^{xii} As a core affordable housing resource, the Housing Authority actively pursues partnership and collaboration as a way to maximize the impact of its federally-funded housing subsidies.

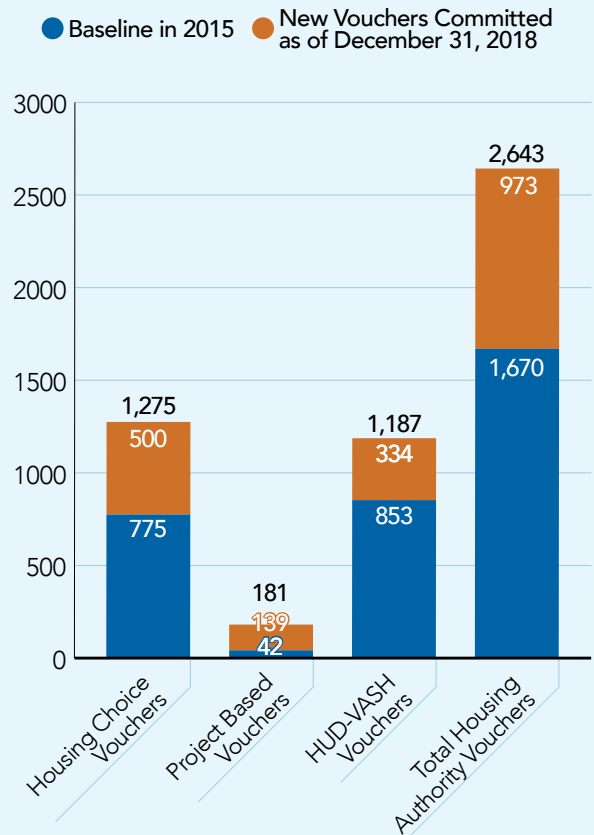
The Housing Authority partners with the County of Santa Clara Office of Supportive Housing and non-profit permanent supportive housing providers to provide long-term rental subsidies for households exiting homelessness. The Chronically Homeless Direct Referral and the Special Needs Direct Referral programs combine Housing Authority subsidies with a number of the County's permanent supportive housing programs to provide long-term rental assistance coupled with supportive services funded through other sources. The Chronically Homeless Direct Referral Program targets individuals and families who meet the federal definition of chronic homelessness, which requires 12 months of homelessness within a three-year period and a disability, while the Special Needs Direct Referral Program provides rental subsidies to a broader group of homeless individuals with severe disabling conditions.^{xiii}

“We want people to be housed, and we want them to be happy and healthy. The partnership underlying permanent supportive housing allows a broader range of people with different abilities and vulnerabilities to access this very important resource.”

*- Katherine Harasz,
Executive Director of the Santa Clara County Housing Authority*

Synergy is key to the success of the Chronically Homeless Direct Referral and Special Needs Direct Referral programs. By providing case management, health care, and other services to accompany the Housing Authority's rental subsidy, supportive housing partners help individuals with severe disabling conditions to overcome the challenges of locating an apartment, navigating life as a tenant, and maintaining health and stability. Each person who moves from the streets or an emergency shelter into an apartment through these programs fulfills the Housing Authority's commitment to provide affordable housing for the residents of Santa Clara County, while also furthering the supportive housing system goal to end homelessness for all.

Housing Choice Vouchers Committed to Homeless & Chronically Homeless Populations



^{xii} The Housing Choice Voucher Program (formerly known as Section 8) provides rental subsidies funded through the U.S. Department of Housing and Urban Development (HUD) and administered by local housing authorities. Project-based vouchers subsidize rent in specific housing units, while Housing Choice Vouchers are given to eligible households and can be used in any unit in the community. HUD-VASH vouchers combine HUD-funded rental subsidies with case management and medical care provided by the Department of Veterans Affairs.

^{xiii} See Appendix A: Defining Homelessness for information about the federal definition of chronic homelessness.

Local Investment in Supportive Housing

Housing is an urgent need for low- and extremely low-income residents experiencing homelessness in every city in Santa Clara County. Creating the necessary inventory of affordable supportive housing requires commitment from many partners, particularly local governments who are essential funders and policymakers. Each of the major cities in Santa Clara County pursues a commitment to housing development and housing affordability with strategies ranging from investment of funds for housing development and services to support within the local development approval process. Cities have partnered with developers, service providers, neighborhood groups, and the County of Santa Clara to expand supportive housing options across their communities.

Supportive Housing Units Located in Local Cities

City	Permanent Supportive Housing	Rapid Re-housing
City of Campbell	0	6
City of Cupertino	6	0
City of Gilroy	87	37
City of Milpitas	40	0
City of Morgan Hill	40	0
City of Mountain View	51	0
City of Palo Alto	75	0
City of San José	1,013	159
City of Santa Clara	144	24
City of Sunnyvale	78	0

For more information on local funding sources for supportive housing and services, see Appendix D.

A map of developments that include supportive housing is available at:

www.supportivehousingcc.org/map

AFFORDABLE HOUSING PARTNERSHIP IN MORGAN HILL

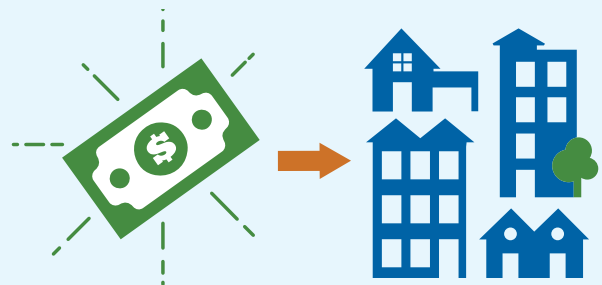
Three new affordable housing developments will open in Morgan Hill in April of 2019, made possible by \$4.9 million in funding from the City of Morgan Hill, \$2.8 million from the County of Santa Clara, and 40 project-based vouchers from the Santa Clara County Housing Authority. Under construction by affordable housing developer EAH Housing, the developments will provide a total of 41 apartments for families making up to 60 percent of Area Median Income^{xiv}, including 6 apartments set aside for youth aged 18-24 with experience in the foster care system who are homeless or at risk of homelessness.



^{xiv} For 2018, a household of four making 60 percent of area median income would have income of \$75,120.

STRATEGIC FUNDING COORDINATION IN SAN JOSÉ

In August of 2018, the City of San José announced the availability of \$100 million in funding for affordable housing developments, to be awarded in 2019 through a competitive application process. The City of San José coordinated with the County of Santa Clara to design a funding application that prioritized high-quality housing for the community's most vulnerable populations, with incentives for development proposals including supportive housing for homeless individuals or families. The City of San José also partnered with nonprofit service provider, The Health Trust, to provide information to developers about best practices in supportive housing design, such as kitchen space equipped for catered community meals.



\$100 Million
new opportunity for
affordable housing

COMMUNITY AND INNOVATION IN SANTA CLARA

In 2018, the City of Santa Clara joined forces with the County of Santa Clara and affordable housing developer Core Affordable Housing to turn a city-owned property into a thriving community that pays homage to the city's agricultural history. The Agrihood housing development, which is planned to open in 2022, will combine 165 rental apartments for low-income seniors, 160 market-rate and moderate-income rental apartments, and 36 townhomes for purchase. Open space on the development site will be operated as an urban farm, providing a rich source of community engagement and opportunities for tenants to connect, learn, and give back.

Mixed-income housing brings seniors, families, and homeowners together to create a dynamic community life, which is further enriched by the environmental and social aspects of a working urban farm.





Second Street Studios

When it opened in May of 2019, Second Street Studios became home to 134 new tenants, marking an end to years – or, in some cases, decades – of homelessness. Thanks to support and advocacy from the City of San José during the planning process, Second Street Studios apartments are reserved for individuals who have experienced long periods of living outside and in emergency shelters, many of whom have relied on the community's emergency medical and behavioral health systems to address long-term disabilities and medical needs. This reliance had already begun to change even before completion of construction, thanks to a radically collaborative approach that offers a model of coordinated support for our community's most vulnerable members.

A Community of Support

For months prior to the Second Street Studios opening, a team of committed partners worked to build relationships with future tenants and prepare for quick transitions into their new homes, once construction was finished. Potential tenants were referred through the Coordinated Assessment System, which identifies and prioritizes the most vulnerable individuals experiencing homelessness in the community. Outreach specialists from Abode Services and the County of Santa Clara Office of Supportive Housing used their expertise to locate and engage with future tenants wherever they were living – the vast majority sleeping outside or in emergency shelters. Staff were able to connect tenants immediately with a dedicated clinical team at the Valley Homeless Healthcare Program, whose experienced and supportive staff were ready to assess tenants' medical needs and ensure that each individual received appropri-

ate care, helping to stabilize clients before moving into housing. At the same time, tenants were introduced to the case managers, provided by Abode Services, who would form the core of their ongoing support team.

In the weeks that followed, future tenants connected with the rest of the integrated service team comprising their key support system during and after their transition into Second Street Studios. This team offers tenants essential on-site mental health and medical services, and opportunities for social connection and involvement in community life through on-site gardens, inviting community spaces, and other programming.

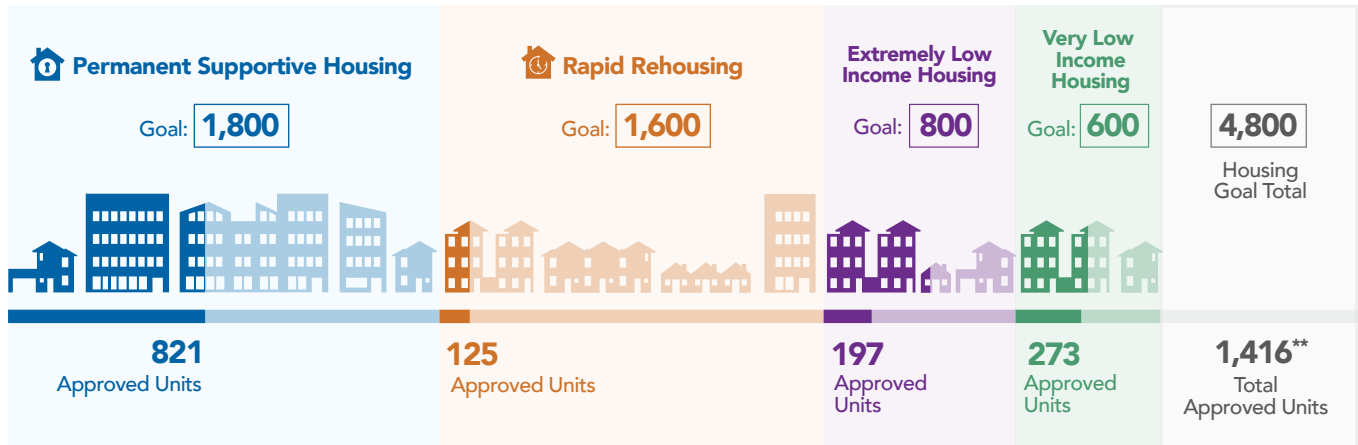
Building Toward the Future

Second Street Studios offers an example for future collaborations between local governments, housing developers, and service providers to create affordable housing for high-needs populations. From the early days of the project, the City of San José, the County of Santa Clara, developer First Community Housing, property manager John Stewart Company, Abode Services, and the Valley Homeless Healthcare Program met regularly to ensure a shared understanding of the goals and design of the project. This commitment to open and frequent communication ensured that each partner's goals and vision were represented and helped to maintain the cohesion necessary to leverage each partner's expertise and resources. As life at Second Street Studios moves forward, the lessons these partners learned from each other and from their new tenants will strengthen supportive housing across the community.

2016 Measure A Affordable Housing Bond

Since November of 2016, when voters approved a \$950 million Affordable Housing Bond, local cities, affordable housing developers, and service providers have partnered with the County of Santa Clara on 19 new and rehabilitated affordable housing developments, creating a total of 1,437 new affordable apartments. This represents over a third of the County’s goal of 4,800 Measure A-funded apartments over 10 years. This section highlights the 13 developments approved in 2018.

2016 Measure A Production Goals & Progress



**21 of the total 1,437 units created do not fall into one of the four categories above (PSH, RRH, ELI, or VLI) and are not reflected in the graphic above which shows the Office of Supportive Housing’s progress towards goals for each of those four categories.

MILPITAS



Sango Court Apartments

Development Partner

Resources for Community Development

Construction Completion Target

September 2020

Total Units

102

PSH Units

40

Housing Bond Funding

\$16 million

City of Milpitas Funding

\$6.05 million

Sango Court Apartments is a 102-unit affordable housing development located in Milpitas and under development by Resources for Community Development. Forty apartments will be set aside as permanent supportive housing for individuals and families with special needs, 31 apartments will be reserved for extremely low-income households, and 30 apartments will be set aside for households earning up to 60 percent of the Area Median Income. On-site service coordinators will help residents access social services, encourage social connections through community meetings and events, and offer classes in nutrition, financial literacy, and other life skills.

SANTA CLARA



Agrihood Senior Apartments

Development Partner

The Core Companies

Construction Completion Target

January 2022

Total Units

165

PSH Units

54

Housing Bond Funding

\$23.55 million

City of Santa Clara Funding

\$15.26 million

Agrihood Senior Apartments, under development by the Core Companies, consists of 165 affordable studio, one-bedroom, and two-bedroom apartments for seniors in the City of Santa Clara, including 54 apartments set aside as permanent supportive housing for homeless seniors. The County of Santa Clara will provide intensive services for permanent supportive housing residents, and LifeSTEPS will provide additional on-site services for all tenants. As part of the Mindful Aging Project collaborative, participating residents will connect with other elders through community produce and meditation gardening.



Corvin Apartments

Development Partner

Allied Housing

Construction Completion Target

January 2021

Total Units

146

PSH Units

85

Housing Bond Funding

\$29 million

Corvin Apartments is an affordable housing development located on Corvin Road in the City of Santa Clara, and is under development by Allied Housing. The development consists of 145 affordable apartments and one manager’s unit, with 85 of the apartments set aside as permanent supportive housing for homeless individuals and families. The building will offer a community room, education center, and gym, and on-site service coordinators will help residents access social services, build community through meetings and events, and offer classes in nutrition, financial literacy, and other life skills.

SAN JOSÉ



Alum Rock Family Housing

Development Partner

Affirmed Housing Group

Construction Completion Target

August 2021

Total Units

87

PSH Units

29

RRH Units

14

Housing Bond Funding

\$15.65 million

City of San José Funding

\$9.35 million

Alum Rock Family Housing, under development by Affirmed Housing Group, is an affordable housing development consisting of 85 studio and one-, two-, and three-bedroom apartments, plus two managers' units. Fourteen apartments will be set aside as rapid rehousing and 29 as permanent supportive housing. People Assisting the Homeless (PATH) will provide on-site services for all tenants, and the County of Santa Clara will provide additional services and intensive case management for supportive housing participants.



Blossom Hill Housing

Development Partner

Charities Housing Development Corporation

Construction Completion Target

September 2021

Total Units

147

PSH Units

49

Housing Bond Funding

\$19.1 million

City of San José Funding

\$18.38 million

Blossom Hill Housing is a 147-unit affordable housing development for seniors, under development by Charities Housing Development Corporation. The development will consist of 145 studio, one-bedroom, and two-bedroom apartments, and two managers' apartments, including 49 apartments set aside as permanent supportive housing to serve chronically homeless households. Services to support housing stability and quality of life will be provided by organizations with expertise and experience working with seniors.



Curtner Studios

Development Partner

First Community Housing

Construction Completion Target

December 2020

Total Units

179

PSH Units

40

RRH Units

71

Housing Bond Funding

\$14.95 million

Curtner Studios is an existing affordable housing development consisting of 178 affordable apartments and one manager’s unit. Upon rehabilitation by First Community Housing, over half of the existing apartments will be set aside as supportive housing, 40 as permanent supportive housing and 71 as rapid rehousing. Services provided for tenants include case management, community building events, and referrals to community resources.



Evans Lane Community Village

Development Partner

Allied Housing

Construction Completion Target

February 2021

Total Units

61

PSH Units

30

Housing Bond Funding

\$12 million

City of San José Funding

\$6.61 million

Evans Lane Community Village is a 61-unit affordable housing development on a 3.5 acre site, located in San José and under development by Allied Housing. The development consists of 60 affordable studio apartments and one manager’s unit, with half of the studios set aside as permanent supportive housing for homeless households. Three on-site clinical service providers will provide intensive case management for permanent supportive housing tenants, to help maintain tenants’ stability and independence and to build community.

SAN JOSÉ



Markham Plaza I & II

Development Partner

EAH Housing

Construction Completion Target

October 2020

Total Units

305

PSH Units

90

Housing Bond Funding

\$14.2 million

City of San José Funding

\$9.17 million

Markham Plaza I & II are two existing developments comprised of a total of 303 affordable apartments and two managers’ units, which will be upgraded and improved by the Core Companies. Ninety of the existing units will be set aside as permanent supportive housing for individuals and families experiencing homelessness. EAH Housing will provide services for tenants, including case management, community building events, and referrals to community resources.



North San Pedro Apartments

Development Partner

First Community Housing

Construction Completion Target

July 2020

Total Units

135

PSH Units

109

Housing Bond Funding

\$7.2 million

North San Pedro Apartments, under development by First Community Housing, consists of 135 affordable apartments in downtown San José. A total of 109 apartments will be set aside for permanent supportive housing, including 49 permanent supportive housing units for veterans. HomeFirst will provide on-site services to support tenants, including case management, mental health care, substance use treatment, life skills classes, and opportunities to build community.



Page Street Apartments

Development Partner

Charities Housing Development Corporation

Construction Completion Target

May 2021

Total Units

82

PSH Units

27

Housing Bond Funding

\$14 million

City of San José Funding

\$10.25 million

Page Street Apartments, under development by Charities Housing Development Corporation, consists of 81 affordable studio apartments for seniors in the City of Santa Clara, including 27 studios set aside as permanent supportive housing for people exiting homelessness and one manager’s unit. Catholic Charities of Santa Clara County will provide on-site services to support residents, including community building events, a tenant council, and connections to other community resources to support wellness and stability.



Roosevelt Park Apartments

Development Partner

First Community Housing

Construction Completion Target

April 2022

Total Units

80

RRH Units

40

Housing Bond Funding

\$14.4 million

City of San José Funding

\$8.75 million

Roosevelt Park Apartments is an affordable housing development consisting of 80 studio and one-, two-, and three-bedroom apartments, plus one manager’s unit. Half of the apartments will be set aside as rapid rehousing for homeless individuals and families, and a portion of the remaining affordable units will be targeted for tenants with intellectual or developmental disabilities. The building is under development by First Community Housing, which will engage experienced providers of on-site services for formerly homeless individuals and families and specialized services to support tenants with developmental disabilities.

SAN JOSÉ



West San Carlos Housing

Development Partner

Danco Communities

Construction Completion Target

January 2022

Total Units

80

PSH Units

40

Housing Bond Funding

\$9.3 million

City of San José Funding

\$9.88 million

West San Carlos Housing, under development by Danco Communities, is an 80-unit affordable housing complex located in downtown San José just a few blocks from Diridon Transit Station. Half of the apartments will be reserved for homeless households with special needs. Experienced service providers will support housing stability and quality of life for tenants.


SUPPORTIVE HOUSING PARTNERSHIPS


Programs that provide permanent housing and supportive services are at the core of Santa Clara County's supportive housing system and are key to achieving the community's goal of making homelessness rare, brief, and non-recurring. Partnerships are essential to these programs' success and to providing individualized support for each client to achieve housing stability. This section describes some of the community's most innovative supportive housing partnerships, demonstrating extensive cross-system and cross-sector collaboration among local government, nonprofit, and business partners to better serve the county's most vulnerable residents.




TOOLS OF THE SUPPORTIVE HOUSING SYSTEM


The supportive housing system relies on three central elements to support participants as they obtain and retain stable housing: affordable housing, case management, and supportive services, including medical and behavioral health services. Performance measurement is used to evaluate and improve the effectiveness of these tools.

 **Affordable Housing** can take the form of rental subsidies, which cover part or all of a client's housing costs and may be short-term (1-3 months), medium-term (3-24 months), or long-term (over 2 years). Subsidies are used in physical housing units owned or leased by a housing program, in units that are part of the market-rate housing stock, or in affordable apartments developed and set aside for households exiting homelessness.

 **Case management** involves one or more trained staff members working closely with a client to establish client-driven goals to attain and retain stable housing and connect the client to the best resources to help reach those goals.

 **Medical and behavioral health services**, including services to address mental health and substance use challenges, are essential to helping clients address barriers to housing and stabilize once they are housed.

 **Supportive services** are a diverse array of resources that help clients obtain or maintain permanent housing, including assistance with public benefits applications, legal services, credit repair, childcare, job training and employment programs, assistance with housing location or rental applications, and help building relationships with landlords.

 **Performance measurement** uses data collected by housing and service providers to evaluate the success of the supportive housing system and to improve outcomes for clients. See Appendix C: Measuring Success for more information about the performance metrics used.



Permanent Supportive Housing

Permanent supportive housing – which provides rental subsidies, medical and behavioral healthcare, and other supportive services – is the most effective strategy for ending homelessness for persons with disabilities and extensive histories of homelessness. These programs target families and individuals with the highest barriers to finding or retaining housing and the longest time spent homeless. Often these clients are frequent users of County emergency medical, mental health services, and justice system services, increasing the need for cross-system collaboration to ensure coordination of care and effective utilization of limited resources. Coupling long-term housing support and intensive medical, mental health, and clinical services, the county’s permanent supportive housing programs provide the highest level of support available for the most vulnerable clients in the supportive housing system.

Total Unit Inventory:

(point-in-time capacity; includes both HMIS-participating units and those not tracked in HMIS)

3,271 households

Served in Permanent Supportive Housing in 2018:

(includes only households in HMIS-participating beds)

1,810 households^{xv}

Measuring Success^{xvi}

Permanent Housing Retention



(956 of 1,035) of clients housed in PSH^{xvii}

Returned to Homelessness Within Two Years



(10 of 165) of clients who exited PSH for other permanent housing in 2016

^{xv} Permanent supportive housing capacity includes 1,916 units that enter information about clients served into the Homeless Management Information System (HMIS), and 1,355 units that do not. The number of households served in 2018 is significantly lower than capacity, because this number includes only households in HMIS-participating beds.

^{xvi} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.

^{xvii} The universe for this measure (1,035 clients) includes all clients served in a permanent supportive housing program who were housed at least 12 months prior to the end of 2018. The universe is significantly lower than the total system capacity (3,271 households) because it does not include all clients served.

All The Way Home

Inspired by First Lady Michelle Obama's Mayors Challenge, in 2015, the Mayor of San José, Sam Liccardo, and County of Santa Clara Supervisor Dave Cortese launched the "All The Way Home" campaign seeking to end veteran homelessness across the county. The collective efforts of several key partners focused on strategies to incentivize landlords to rent available apartments to formerly homeless veterans and to provide supportive services and rental assistance to keep veterans stably housed. By joining together behind a united mission and message, the partners have garnered significant community support and strengthened their resolve to end veteran homelessness.

Since June 2018, veterans experiencing homelessness in Santa Clara County are being housed at a higher rate than those entering into homelessness, effectively turning the tide for this vulnerable population. Because of this success, the partners in the All The Way Home campaign agreed in 2018 to extend the campaign for two more years with the goal of leveraging the gained momentum to end veteran homelessness. Key strategies utilized by the campaign include:



Building relationships with landlords to house veterans in the community

By pooling funding and coordinating efforts to engage landlords, the campaign partners have secured hundreds of rental units for veterans experiencing homelessness. Central to this success has been flexible funding to provide financial incentives for landlords to rent available units to veterans, bonuses for continuing to rent a unit previously inhabited by a veteran to a new veteran tenant, and funding for property improvements.



Coordinating services and supports to maintain housing stability

Once veterans are housed, a consortium of service providers offers a range of targeted supports to meet veterans' unique needs, including assistance with securing employment, behavioral and mental health services, financial literacy workshops, and counseling. Each partner plays an important role in ensuring veterans in supportive housing achieve stability.

Key Partners:

- ▶ Abode Services
- ▶ City of San José
- ▶ Destination: Home
- ▶ Goodwill Silicon Valley
- ▶ HomeFirst Services of Santa Clara County
- ▶ Housing Authority of the County of Santa Clara
- ▶ County of Santa Clara Office of Supportive Housing
- ▶ Sunnyvale Community Services
- ▶ The Health Trust
- ▶ U.S. Department of Veterans Affairs
- ▶ Veterans Resource Centers of America
- ▶ Veterans Voices of Santa Clara County



325
Homeless veterans
entered into the
homeless system
in 2018



328
Veterans
were housed
in 2018



As of 2018
1,237
veterans
have been housed
since the start of
the campaign

"The All The Way Home partnership allows us to build relationships with Santa Clara County landlords who may not otherwise rent to homeless veterans, which creates more housing opportunities and promotes health equity in our community."

*- Meredith Payne,
Housing Specialist,
The Health Trust*



CLIENT STORY

Breaking Cycles to Reach Stability

David is eager to give credit to the numerous people and agencies that supported him in stabilizing and securing the studio apartment he has enjoyed for the past eight months. Currently enrolled in a permanent supportive housing program with rental assistance provided by Abode Services and case management by Community Solutions, his journey to overcome challenges with mental health and addiction and achieve housing stability has been, in his words, “a collaborative effort.” David explains, “I guess you could say I’m a walking by-product of a lot of these agencies interwoven.”

David, whose family is from the Bay Area, grappled with addiction for years while living with his grandmother in their family home. He acknowledges that this experience enabled him to avoid the issues that plagued him and prevented him from being at, what he calls, “operational capacity.” When his grandmother passed away and the house was sold, he found himself with

no place to go, falling into a cycle of homelessness and incarceration. One initial drug-related offense resulted in years of probation violations and returns to custody: “I had no address, my residences were the county jail, the homeless shelters, and on nights when neither of those places were available . . . on the streets.”

After a series of bench warrants, detoxing, rehab, and relapse, David recalls “hitting a bottom of a spiritual nature” after a visit with his young daughter who was in the temporary custody of his mother. He reached out to Horizon South, a program of Horizon Services, Inc., which he had heard about on his road to recovery. They had an open bed and David began his journey toward stability, supported by standout caseworkers who helped him find temporary housing, a job, and ultimately, a subsidized apartment. They also helped David address his alcohol and drug use, which he views as an extension of his mental health challenges.

While the path was not always certain, David is happy with the result. He is married and looks forward to moving with his wife and two-year-old daughter “toward greener pastures.” When asked what support was most valuable to him along the way, David enumerates a long list of people and programs that helped him reach his goal including Judge Manley’s Court, Behavioral Health Services, Community Solutions, Goodwill of Silicon Valley, and LifeMoves’ Montgomery Street Inn. “I couldn’t say just one person,” he explains, “[they were] all contributing factors [and I am] very grateful.”



Valley Homeless Healthcare Program

The Santa Clara Valley Medical Center and County of Santa Clara Office of Supportive Housing's jointly-funded Valley Homeless Healthcare Program consists of various fixed-site clinics and mobile and satellite health centers dedicated to serving the county's most vulnerable residents. The program is linked to the County of Santa Clara Health System network of care and is essential in serving people who are unable to utilize primary care services in conventional settings and in connecting clients to the wider system of care.

Key Partners:

- ▶ County of Santa Clara Office of Supportive Housing
- ▶ County of Santa Clara Health System

Services range from a mobile clinic for teens, a gender clinic providing care for transgender and gender expansive people experiencing homelessness, a suboxone clinic, a medical respite program, and a "backpack medicine" team that provides outreach, physical assessments, and medical supplies to people living in encampments. In 2018, the program was expanded to include a 13-person team dedicated to providing medical, behavioral health and other supportive services to permanent supportive housing participants. To meet the unique needs of people experiencing homelessness, the team provides wrap-around services, supporting them not only through their immediate medical care and program enrollment process, but also in maintaining housing stability.

The program also implements various approaches for coordinating care among providers and providing comprehensive support to clients. Key strategies include:



Working hand-in-hand with the supportive housing providers to streamline the enrollment process

The County of Santa Clara Office of Supportive Housing client engagement team seeks out clients that have been prioritized for placement in permanent supportive housing by the County's Coordinated Assessment System and connects them to Valley Homeless Healthcare Program to evaluate their medical and housing needs and start the process of connecting them with broader supportive services. Once a client has been referred to housing, the team streamlines enrollment by setting aside time each week to help clients complete disability paperwork required for participation in permanent supportive housing programs.



Providing cross-system, client-centered care through collaborative multidisciplinary teams

Many people experiencing homelessness have multiple, inter-related health issues that impact their ability to maintain housing, requiring a multidisciplinary approach to care. The team dedicated to serving clients currently or formerly homeless clients consists of physicians, psychiatrists, psychologists, community health workers, financial counselors, and nurses who are able to work with participants to address a wide range of health and housing-related challenges.



In 2018, VHHP provided healthcare and other supportive services for **3,285 persons** experiencing homelessness through **15,130 visits**.

Of the **3,207 patients** who provided information on their living situations, **35% were unsheltered**.

"Stabilizing the health and social well-being of a homeless individual is a complex undertaking, and it is made much harder when that individual is living on the street. Our partnership with the Office of Supportive Housing has allowed for housing to be part of healthcare delivery, and our clients have made incredible improvement once housed."

- Elizabeth Echeverria,
LCSW, PSH Team Manager,
Valley Homeless Healthcare Program



Rapid Rehousing

Rapid rehousing is an evidence-based supportive housing strategy that quickly moves families and individuals who are experiencing homelessness into permanent housing and provides a time-limited rental subsidy, typically 6 to 24 months. During this time, clients have access to case management and supportive services, such as employment and training opportunities and childcare, aimed at increasing their income and addressing other barriers to housing stability. While rapid rehousing offers a promising path to housing stability for large numbers of individuals and families, the high cost of housing makes rapid rehousing program design and implementation challenging in Santa Clara County. These challenges make cross-system partnerships to support clients in obtaining and maintaining stable housing all the more important – for rapid rehousing clients, finding living-wage employment and locating an affordable apartment can make the difference between long-term housing stability and a continued risk of homelessness.

Total Unit Inventory:
(annual capacity)

1,420 households

Served in Rapid Rehousing in 2018:

1,490 households

Measuring Success^{xviii}

Obtained Permanent Housing



(883 of 1,297) of clients who exited rapid rehousing programs in 2018

Returned to Homelessness Within Two Years



(64 of 611) of clients who were in permanent housing when they exited rapid rehousing in 2016

^{xviii} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.



Reentry Resource Center

In Santa Clara County, like many other communities, criminal justice system involvement is a key risk factor for homelessness, with many of the community's highest-need residents churning through both the criminal justice and homeless systems. Formerly incarcerated individuals must overcome significant additional barriers to obtaining jobs and housing, leading many to return to homelessness or to become homeless for the first time. In 2012, the County of Santa Clara's Office of Reentry Services and a network of other County agencies and nonprofits came together to address this issue by creating the Reentry Resource Center. These efforts were supported by the Board of Supervisors and funded in part by California's Public Safety Realignment Act (known as AB 109), which transferred post-release supervision for some residents from the state to counties and provided new funding for reentry services.

Key Partners:

- ▶ County of Santa Clara Behavioral Health Services
- ▶ County of Santa Clara Office of Supportive Housing
- ▶ County of Santa Clara Office of Reentry Services
- ▶ County of Santa Clara Social Services Agency

Through partnerships with 14 community-based organizations, 12 County agencies, and 38 faith-based organizations and with locations in both San José and Gilroy, the Reentry Resource Center is a centralized hub where individuals reentering the community from incarceration can efficiently access a broad range of services to help them and their families during this transition. One of the Reentry Resource Center's key partnerships is with the County of Santa Clara's Office of Supportive Housing, which, as of 2018, had provided housing assistance—including case management, connections to employment, and rental assistance. Since opening in 2012, the Reentry Resources Center has served more than 20,000 reentry clients.

The Reentry Resource Center leverages collaboration across systems to reduce both homelessness and recidivism through the following strategies:

Co-locating partnering agencies resources to provide comprehensive support for reentry clients

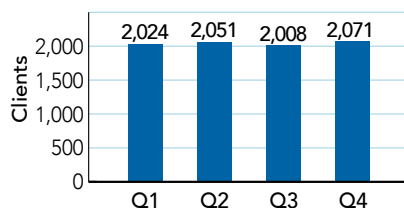
Clients coming to the Reentry Resource Center can learn about available housing assistance, get linked to expungement and criminal record clearance services through the Santa Clara County Public Defender's Office, find out about Goodwill's employment placement programs, and connect with many more resources all in one location. This has resulted in better coordination among providers who serve the reentry population and more efficient access for clients.

Sharing information and goals across providers to compound successes

The diverse collective of partners at the reentry center utilize a referral tracking system that allows them to monitor client progress, develop internal reports, and communicate with one another, ensuring that services are delivered in a holistic and coordinated manner.

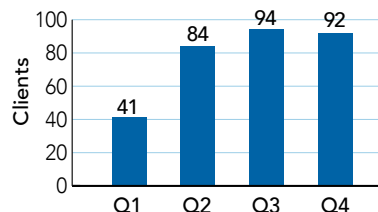
San José Reentry Resource Center

Unique clients per quarter of 2018



South County Reentry Resource Center

Unique clients per quarter of 2018



Between July 2018 & December 2018^{xix}



The Office of Supportive Housing's Reentry Rapid Rehousing program housed

89 clients

^{xix} County of Santa Clara: Office of Reentry Services, Public Safety and Justice Realignment (AB 109) and Reentry Services Semi-Annual Report I, July 2018–December 2018.

CLIENT STORY

Fierce Determination After Incarceration

When Hansen was preparing to return to the community he had left over a decade earlier, he knew it would not be easy. After spending eleven years incarcerated in Folsom State Prison, Hansen was worried about the number of barriers he knew stood between him and a successful reentry. With no place to live and no job prospects, Hansen was consumed with the problem that many people returning from incarcerated settings must confront: "Most people when you say you've been away for eleven years, they judge you immediately," he says. But thanks to a referral from his parole officer, Hansen connected with a case manager, part of a collaborative initiative between the Office of Reentry Services and the Office of Supportive Housing, who worked with him every step of the way.



Hansen's first stop was transitional housing with other formerly incarcerated men. Job preparation, and other basic services, such as food and clothing, helped him put the building blocks in place to move forward with his life. With the dual assistance of his parole officer and case manager, he secured employment and navigated the difficult balance between the transitional housing program's rules and curfews and his graveyard shifts. After a few months, and with his case manager's coaching, Hansen started speaking to potential landlords about his prior conviction history, and about why he was prepared to be a good tenant and put his past behind him. "I never gave up; I continued pushing," he says.

Eventually, with financial support to cover move in costs, he found a studio apartment of his own. Hansen is keenly aware of how the collaborative assistance of multiple players helped him find stability. "I wouldn't have known what to do without [my case manager] and my parole officer. I am proactive but their support was crucial." Hansen is determined not to let any more years of his life pass him by: "I lost my life and I want to reclaim it."



Employment Pathways Initiative

Short-term housing subsidies, such as those offered through rapid rehousing programs, are designed to help people get back on their feet. However, many rapid rehousing participants find it difficult to obtain living-wage jobs that will allow them to take over the rent at the end of the program and maintain long-term housing stability, due to barriers such as a lack of work history, criminal records, and behavioral health issues. To address this gap, Destination: Home, the County of Santa Clara Office of Supportive Housing, and the City of San José developed the Employment Pathways Initiative to help ensure that households receiving rapid rehousing assistance, and other supportive housing program participants, are quickly connected to employment and training opportunities that will help them remain stably housed.

The Employment Pathways Initiative staff teams up with each participant's existing housing program case manager, empowering them to support their clients in securing employment. Through partnerships with private businesses and nonprofits, the program connects participants with opportunities in high-growth industries such as healthcare, building and construction trades, advanced manufacturing, and technology, depending on the client's employment goals and experience. Key strategies of this partnership include:

Key Partners:

- ▶ Building Trades Council
- ▶ Center for Employment Training
- ▶ City of San José
- ▶ County of Santa Clara Office of Supportive Housing
- ▶ Destination: Home
- ▶ LeadersUp
- ▶ Roberts Enterprise Development Fund
- ▶ Silicon Valley Children's Fund/Teen Force
- ▶ Working Partnerships
- ▶ Work2Future



Sustainable collaboration for mutual benefit of employers and participants

This mutually beneficial collaboration means that employer partners receive pre-screened, well-supported applicants for vacant positions, while participants are able to enter into industries where there are increasing opportunities for growth and advancement – resulting in a “win-win” for both employers and participants.



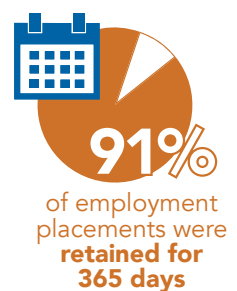
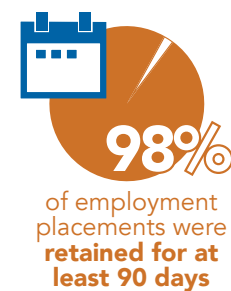
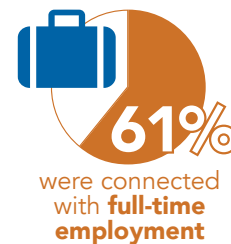
Leveraging data and shared goals to increase employment and improve outcomes across the supportive housing system

The program's partners are connected to the County's Homeless Management Information System (HMIS), in order to track employment outcomes including wage increases and retention rates. This access to data allows partners to measure performance against established benchmarks and to work towards improving the system as it expands.

“The Employment Pathways Initiative is driving a culture shift, where employment becomes a priority and case managers have the tools and knowledge to help their clients increase income and connect to living-wage employment.”

*- Chad Bojorquez,
Senior Director, Destination: Home*

Of the 178 participants through 2018:





Bringing Families Home



Families involved in the child welfare system with a child placed out of the home must have safe and stable housing in order to be considered for reunification by the Department of Family and Children Services, and maintaining stable housing is critical in preventing future separation. In Santa Clara County's high-cost housing market, this presents a daunting challenge for many vulnerable families. Launched in 2017, the County's Bringing Families Home program supports families with children placed out of the home and recently reunified families who may be precariously housed by assisting them to quickly regain housing stability. The goal of the program is to help more families reunify and successfully exit the child welfare system, while preventing reentry down the road.

Key Partners:

- ▶ Abode Services
- ▶ County of Santa Clara Department of Family and Children Services
- ▶ County of Santa Clara Office of Supportive Housing

Child welfare-involved families access the program through the County's Coordinated Assessment System and by referral from Family and Children Services. This flexible approach ensures that vulnerable households quickly receive the support they need no matter where they seek help – a central element of achieving reunification because households have a narrow window of time to meet these requirements. Abode Services supports families in achieving stability by providing housing navigation and rental assistance and by developing strengths-based individualized case plans focused on employment objectives and family maintenance goals. Together, the partners connect reuniting families with the support networks key to addressing the factors that led to child welfare involvement, using the following collaborative strategies:



Co-locating partnering agency services to better serve families and provide targeted interventions

Abode Services' housing navigators and case managers are co-located with Family and Children Services social workers and these partners work together to engage reuniting families in planning courses of action to foster empowerment and autonomy.



Achieving housing stability and lasting family reunification by partnering to provide individualized, wrap-around support

The Department of Family and Children Services strives to keep children safe and families strong by providing crucial services responsive to interrelated needs and tapping into other available County resources such as childcare, mental health services, parenting classes, and drug treatment.

CLIENT STORY

A Collaborative Approach Leads to A Family's Reunification



When Susan speaks about her experience into and out of homelessness, her children take center stage. A mother of five, Susan struggled with drug use and a tumultuous marriage, ultimately losing her job, home, husband, and children within the span of four months. She recalls the day she decided she had to do something different with her life: “The day I lost my kids, it was my last straw. It was my birthday.”

Susan’s resolve to show her children that she could overcome her challenges provided her with the motivation to confront her addiction and start again; the collaborative efforts of the Department of Children and Family Services and Abode Services, through the Bringing Families Home program, provided her with the tools to get started. These supports included placement in a LifeMoves emergency shelter that allowed space for Susan to reconnect with her children. Susan’s journey was not always easy – when she went in for a job interview and saw the interviewer was the same manager who had fired her previously, she almost turned around and left. She persevered, however, and was not only rehired, but propelled quickly up the ranks into a management position through her fierce determination.

Eventually, Abode Services helped Susan and her children move into a three-bedroom, two-bathroom house. Abode Services staff also provided them with other critical stabilizing support – supplying furniture, groceries, and endless encouragement – which turned the house into a welcoming home. Reunited with her kids, Susan is now in a place to truly admire their achievements and resilience. One is a passionate writer with straight-A grades looking toward college, another has earned top marks in all her latest exams, and a third is showing the kind of resolve his mother is very familiar with – confronting challenges as they arise and working to do a bit better every day.



House Sharing Program



Aimed at expanding available affordable housing options for County residents, Catholic Charities of Santa Clara County, in partnership with the Office of Supportive Housing, started a house sharing program in the county in September 2018. The new program serves a range of populations seeking affordable housing – from seniors on fixed incomes to students to formerly homeless individuals – and helps to more fully utilize housing resources by allowing homeowners or renters with available rooms to be matched with those seeking housing. Living arrangements can take a variety of forms, with some homeowners or renters renting out a spare room in their home or two or more participants sharing a rental apartment, and the program is flexible to meet the unique needs of each participant.

Key Partners:

- ▶ Catholic Charities of Santa Clara County
- ▶ County of Santa Clara Office of Supportive Housing
- ▶ Rebuilding Together Silicon Valley

Catholic Charities screens prospective roommates to ensure safety, provides matching services based on needs and preferences, and helps negotiate rent and other provisions, such as arrangements to help with household tasks or errands. After a successful match, they provide monthly follow-up with participants and are available to mediate any issues as they arise. The program has proven to be mutually beneficial for both community members with vacant rooms to rent who benefit from additional income and companionship, and housing seekers in need of an affordable home.



Partnering to provide home repairs for program participants

As an added benefit for those supplying housing through the program, Catholic Charities partners with Rebuilding Together Silicon Valley to provide minor home repairs and accommodations such as the addition of wheelchair ramps or other accessibility modifications, funded by the County.



Engaging community members to provide affordable housing options for those in need

Key to the program is community members' willingness to open their homes to others in need of affordable housing options. Catholic Charities plays the critical role of engaging homeowners and renters with spare rooms to rent to understand the housing crisis and opportunity to help, and connecting them with tenants who will be a good fit in their home.

Photo by Bernard Andre.





CRISIS RESPONSE SYSTEM

The crisis response system is designed to meet the immediate needs of people experiencing or at risk of homelessness, providing emergency assistance to avoid homelessness, emergency shelter, and support for other basic needs. While the supportive housing system strives to ensure that homelessness is rare, brief, and nonrecurring for Santa Clara County residents, the demand for safe, affordable, stable housing far exceeds the system's current capacity, necessitating short-term solutions. In 2018, the many partners involved in the crisis response system incubated and grew a variety of promising programs to provide critical support for individuals and families at risk of and experiencing homelessness. Often the first step back to stable housing, these programs work together with the community's supportive housing system to help clients achieve long-term housing stability.



Homelessness Prevention System

Recognizing the critical role that prevention plays in reducing inflow into the supportive housing and crisis response system, in 2017, the Santa Clara County Continuum of Care developed the Homelessness Prevention System to provide a range of supports to help residents at risk of losing their housing to regain stability. Through a combination of public and private resources from partners including the Packard Foundation, Sunlight Giving, Google.org, the City of San José, the City of Santa Clara, the City of Morgan Hill, and the County of Santa Clara, over \$4.2 million was initially raised to launch a pilot program with the goal of implementing a countywide homelessness prevention system and ultimately preventing all instances of homelessness. These efforts were spearheaded by the Office of Supportive Housing, Destination: Home, and the Emergency Assistance Network agencies, who provide a variety of essential services for low-income households across the county.

Owing to its diverse and adaptable funding sources, the Prevention System is able to provide support tailored to each household's needs to stabilize its housing. These services include help paying future and past-due rent or mortgage payments, security deposits, utility bills, and other expenses that place the household at risk of homelessness, such as transportation costs, medical bills, and childcare. Partner agencies also offer case management and follow up to provide additional support if participants find themselves at risk of homelessness again in the future. The program leverages the following strategies to provide comprehensive support to at-risk households:

Key Partners:

- ▶ Sacred Heart Community Service (lead agency)
- ▶ Cities of Morgan Hill, San José, and Santa Clara
- ▶ County of Santa Clara Office of Supportive Housing
- ▶ Destination: Home
- ▶ Community Services Agency of Mountain View and Los Altos
- ▶ LifeMoves
- ▶ Sunnyvale Community Services
- ▶ St. Joseph's Family Center
- ▶ Salvation Army
- ▶ West Valley Community Services
- ▶ Amigos de Guadalupe



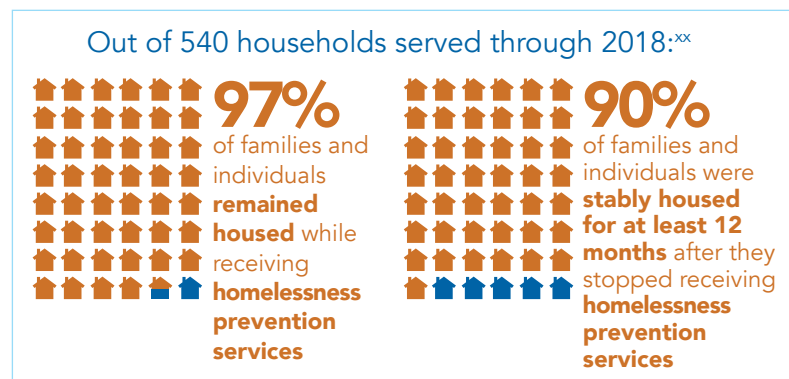
Coordinating to provide "no wrong door" access to prevention services

Prior to the current system, households in crisis lacked a centralized means of accessing prevention services, resulting in confusion and frustration for households at risk of losing their housing. To close these gaps, the Prevention System has implemented a "no wrong door" approach in which clients can enter the system through a variety of access points, receive an assessment to determine their risk, and be referred for services to the prevention system partner that services their zip code.



Partnering to provide streamlined access to legal assistance in landlord-tenant proceedings

Through a partnership with the Silicon Valley Law Foundation, Prevention System clients can be directly referred to receive legal advice and representation for fast-paced landlord-tenant proceedings. In turn, the Law Foundation can directly refer their clients for financial and other prevention assistance, which provides attorneys with more leverage in settlement negotiations and resources to help their clients relocate to avoid eviction. Plans for expanding this program to double the number of people served are currently underway in 2019.



^{xx} Data reflects clients served from July 1, 2017, to December 31, 2018.



Emergency Shelter

Each night, emergency shelters in Santa Clara County provide a safe place to rest for hundreds of people experiencing homelessness, a fundamental role of the supportive housing system. Emergency shelter program models vary significantly across the system, with many providing an array of on-site services through partnerships with the County and other safety net providers. From meeting basic needs, such as food, showers, and access to health care, to case management and connection to employment, emergency shelters are a critical resource hub for many people experiencing homelessness. All emergency shelters also act as access points for the Coordinated Assessment System, administering the standard assessment used to prioritize households for the community's permanent and transitional housing opportunities.

Emergency Shelter Unit Inventory: (point-in-time capacity)

1,160 households

1,400 people

Served in Shelter in 2018:

5,062 households

5,988 people

Measuring Success^{xxi}

Obtained Permanent Housing



(1,040 of 4,534) of clients who exited emergency shelter in 2018

Returned to Homelessness Within Two Years



(193 of 750) of clients who exited emergency shelter for permanent housing in 2016

^{xxi} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.

Behavioral Health and Crisis Response Services

The Santa Clara County Behavioral Health Services Department supports county residents in resolving crises, overcoming mental illness, and recovering from substance use through an array of services and programs. As the supportive housing system has continued to grow, the Behavioral Health Services team within the Office of Supportive Housing has expanded to support the needs of currently and formerly homeless individuals and families. In addition to providing program management and supportive services for the County's permanent supportive housing programs, a dedicated outreach and engagement team helps to streamline the enrollment process to house clients more quickly. The team locates clients, collects required eligibility documentation, helps them secure Housing Authority vouchers, and provides a warm hand-off to the appropriate service provider for their program. In 2019, outreach services will expand to include a new multidisciplinary team, in partnership with Abode Services, which combines outreach workers and mental health professionals to engage individuals who are more challenging to reach with outreach services, connecting them with mental health services or medical services through the Valley Homeless Healthcare Program.

In the community, the Behavioral Health Services Department provides critical crisis response intervention through the Mobile Crisis Services Team, which launched in in 2018. This team trains and supports local police departments in effectively interacting with community members who may be in crisis, including people experiencing homelessness who may need assistance connecting with mental health or substance use services. When they encounter someone who may be in crisis, officers can call the team to help triage the situation, provide guidance over the phone, or send out a clinical team, if needed, to deescalate and resolve the situation. Currently, services are available through dispatchers located in both north and south county to quickly address issues as they arise. The department plans to expand access to this impactful program in 2019 to enable community members at large to receive support for friends and family in crisis.

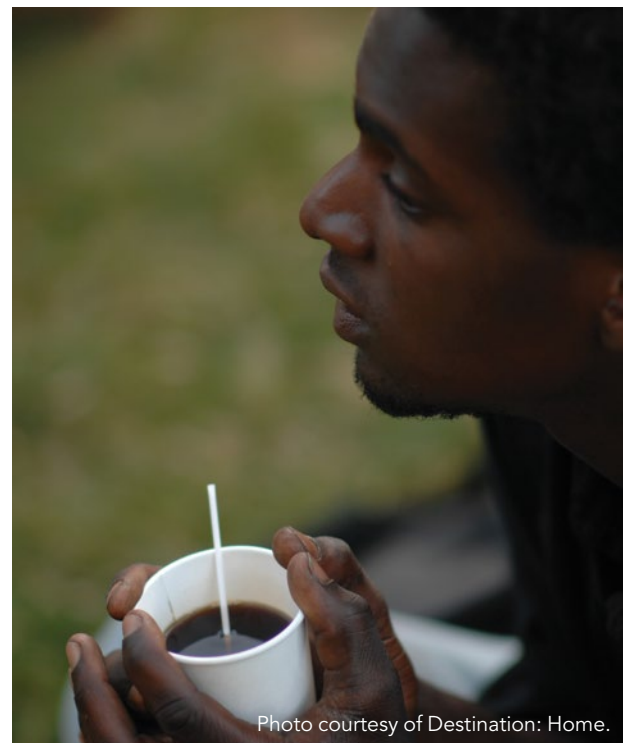


Photo courtesy of Destination: Home.

Safe Parking

Each night, an estimated eight percent of people experiencing homelessness in Santa Clara County were sleeping in vehicles throughout the region. To address the needs of this population and growing concerns among other neighborhood residents, partners have created safe parking programs at various locations across the County, providing a creative short-term alternative to living on the streets. These programs offer safe locations to park, as well as pathways out of homelessness, connecting vehicular dwellers with social services and support to find stable housing.

Locations include Lots of Love in Mountain View, started by Reverend Brian Leong of Lord's Grace Christian Church, who formed the nonprofit organization Move Mountain View with members of his church to launch the program in 2018. Funded by the County of Santa Clara and the City of Mountain View, Lots of Love was initially started with space for four vehicles, and has since expanded to two sites with space for six vehicles. The City of Mountain View coordinates waste and sanitary services, and the Community Services Agency provides mobile showers, meals, and case management, as well as assistance accessing health care, benefits, and locating permanent housing.

In San José, the Office of Supportive Housing provides funding for a safe parking program with supportive services administered by nonprofit partner Amigos de Guadalupe. The program started with space for ten vehicles and has since expanded to three sites with space for twenty-five vehicles. Amigos de Guadalupe provides case management, housing search assistance, crisis counseling, a mobile health clinic, immigration legal services, employment search assistance, and after-school and summer programs for students. The City of San José also launched a safe parking program in 2018. Located at City-operated community centers and with supportive services provided by LifeMoves, the program will be significantly expanded in 2019.

In Morgan Hill, the Focus Safe Parking Program provides overnight parking, donated meals, and services for approximately 30 people experiencing homelessness in vehicles. Funded by the City of Morgan Hill, the site is overseen by Morgan Hill Bible Church and St. Catherine of Alexandria Church, and the Gilroy Compassion Center provides case management to help families move to permanent housing. Launched as a pilot program on July 2017, the Focus Safe Parking Program was made possible through collaboration and support by the Morgan Hill Police Department, County of Santa Clara, Morgan Hill Unified School District, and many faith-based and community organizations.

Additional advantages of this innovative approach include the following:



Connecting vehicular dwellers with services and support to regain housing

Vehicular dwellers are often harder to reach with outreach services because they are more mobile and difficult to engage within their vehicles. By providing a place to park without concerns about parking restrictions or safety, service providers are able to engage with those living in their vehicles to connect them with individualized support to regain permanent housing.



Addressing the shortage of emergency shelter and supportive housing

As the community works towards long-term, systemic solutions to end homelessness, supportive housing and services are extremely limited and prioritized for the most vulnerable. Safe parking programs offer an interim strategy, providing participants with case management to get them out of their vehicles and into permanent homes and assisting surrounding housed neighbors with any concerns.

Key Partners:

- ▶ Amigos de Guadalupe
- ▶ City of Morgan Hill
- ▶ City of Mountain View
- ▶ City of San José
- ▶ Community Services Agency
- ▶ Gilroy Compassion Center
- ▶ LifeMoves
- ▶ Morgan Hill Bible Church
- ▶ Move Mountain View
- ▶ St. Catherine of Alexandria Church
- ▶ County of Santa Clara Office of Supportive Housing



LGBTQ-Friendly Temporary Housing

In Santa Clara County, persons identifying as lesbian, gay, bisexual, transgender or queer/questioning (LGBTQ) are significantly overrepresented in the homeless population – and their vulnerability is compounded by a lack of dedicated programs within the supportive housing system. To address this gap, more than 70 stakeholders, as well as LGBTQ youth and young adults, came together in 2018 to develop a 20-person temporary housing program for LGBTQ persons experiencing homelessness in Santa Clara County.

The collaborative effort leverages the strengths of each partner to support participants to return to stable housing in a safe and inclusive environment. The Office of LGBTQ Affairs brought the community together to give input and recommendations essential for creating a culturally-competent shelter space.

The City of San José provided critical neighborhood engagement, allowing the program to take over an underutilized city-owned building. The Office of Supportive Housing coordinates outreach to unsheltered populations, temporary housing providers, and agencies that serve the LGBTQ community, to bring in potential participants who are prioritized and referred through the County's Coordinated Assessment System. To support clients in obtaining permanent housing, the County funds targeted services provided by LifeMoves, including case management, housing navigation, and referrals to mental health and medical services. Key strategies of the program include:

Key Partners:

- ▶ City of San José
- ▶ County of Santa Clara Office of LGBTQ Affairs
- ▶ County of Santa Clara Office of Supportive Housing
- ▶ LifeMoves



LGBTQ-friendly design and operations promote safety and inclusivity

By engaging the community to understand the needs of LGBTQ persons experiencing homelessness, the partners have developed a program sensitive to their unique needs. Examples of this include: residents can self-identify their gender, a section of sleeping spaces are reserved for gender non-conforming and transgender individuals, single-stall restrooms and showers allow for privacy, and dedicated space is provided for self-administered medications.



Improving the supportive housing system's responsiveness to the needs of the LGBTQ community

Creating an LGBTQ-friendly program was just the first step in better serving people experiencing homelessness in the LGBTQ community, acting as a launching point for deeper system-wide changes. This includes implementing policies developed by the Office of Supportive Housing, in consultation with the Office of LGBTQ Affairs, across the supportive housing system to ensure safe and equal access to housing and services.

“LGBTQ-identified residents experiencing homelessness face unique challenges when working toward permanent housing. This partnership intentionally places LGBTQ people at the center, knowing that when we focus on them, we will broaden safety and access for all.”

*- Maribel Martínez,
Director, Office of LGBTQ Affairs*



29% or 172
of respondents to Santa
Clara County's 2017
Homeless Census and
Survey identified as
LGBTQ+



as compared to about
of the **general
county
population**
per the estimates of the
Department of Public
Health.



Transitional Housing

Transitional housing programs provide time-limited housing for individuals and families experiencing homelessness and can offer a uniquely supportive environment—especially when strong partnerships are built with experienced service providers to fill critical gaps in the supportive housing system. For example, in Santa Clara County, youth who are pregnant or parenting may elect to enroll in a transitional housing program that fosters a built-in social network and parenting supports provided by agencies with deep expertise in working with youth experiencing homelessness. Other individuals or families fleeing intimate partner violence or sexual assault may seek out the security of housing with on-site services and trauma-informed programming with an agency that provides services to people fleeing abuse. Additionally, in Santa Clara County's competitive rental market, the search for housing for a client who is already enrolled in a permanent housing program can take weeks or months. When designed around shorter one- to three-month stays, transitional or interim housing programs offer stability while supporting the client during their housing search. Partners with deep experience serving these communities are able to tailor the design of transitional housing programs to best support clients in their transition to safe and stable permanent housing.

Total Unit Inventory:
(point-in-time capacity)

548 households

Served in Transitional Housing Programs in 2018:

1,073 people

Measuring Success^{xxii}

Obtained Permanent Housing



(329 of 712) clients who exited transitional housing in 2018

Returned to Homelessness

Within Two Years



(123 of 588) of clients who exited transitional housing for permanent housing in 2016

^{xxii} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.

CONCLUSION

Through a multitude of innovative and strategic partnerships, Santa Clara County's supportive housing system provided shelter, emergency assistance, permanent housing, and supportive services to thousands of currently and formerly homeless individuals and families in 2018. Still, with more than 7,300 people experiencing homelessness and thousands more on the brink due to high housing costs and a lack of living-wage jobs, there is much progress to be made to achieve the community's goal of making homelessness rare, brief, and non-recurring.

Since launching the Community Plan to End Homelessness in 2015, the supportive housing system has continued to grow and improve its ability to serve the diverse population of people experiencing homelessness in Santa Clara County. Expanding the reach and capacity of the supportive housing system in 2018 was no exception. These efforts necessitated collaboration with a diverse array of partners – from affordable housing developers to build apartments, local governments to encourage development and fund projects and services in their

communities, homeless service providers to support clients to find and maintain stable housing, and essential County partners to fund and provide vital medical, behavioral health, and reentry services, among others. Combined and coordinated, these individual efforts leverage the expertise of each partner and maximize limited resources in the community. Collectively, these efforts resulted in 1,783 households moving from homelessness to housing in 2018 and an increase in affordable and homeless housing stock by 607 units.

A shared vision and commitment to strategic and mutually beneficial partnerships is at the core of the progress made in 2018. The County of Santa Clara appreciates the many stakeholders who contributed to this growth and looks forward to opportunities to further strengthen the supportive housing system through future collaboration. Maintaining and accelerating progress towards ending homelessness in Santa Clara County will require continued commitment to the community's shared goals and ever more partnerships to better serve the county's most vulnerable residents.

Appendix A: Defining Homelessness

Homelessness and housing instability take many forms, and these challenges affect individuals and families with a diversity of life experiences. To understand the scope of the community's need and to develop the right systemic responses, it is necessary to rely on clear definitions of "homelessness." This report primarily uses the following components of the definition of homelessness developed by the U.S. Department of Housing and Urban Development (HUD) for its Continuum of Care and Emergency Solutions Grants housing programs. Under this definition, a household who falls into any one of the following criteria is considered homeless:

- I. An individual or family who lacks a fixed, regular, and adequate nighttime residence, including households living outside, in cars, emergency shelters, transitional housing, and some short institutional stays;
- II. An individual or family who will imminently lose their primary nighttime residence; or
- III. An individual or family who is fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

This report also references the definition of homelessness used by the County Office of Education and the public school system. This definition includes a household that lacks a fixed, regular, and adequate nighttime residence, children under 18 years old waiting for foster care placement, and individuals and families who are living doubled up or in hotels.

Chronic Homelessness

HUD has defined a subset of households experiencing homelessness as "chronically homeless." These households are most likely to have intensive medical, mental health, and other service needs that cannot be met while they remain unhoused and are a priority population within supportive housing systems nationally and locally.

The definition of chronically homeless includes both a disability requirement and a length of homelessness component. Under this definition, a household who meets all of the following criteria is considered chronically homeless:

- I. A homeless individual with a disability, who lives in a place not meant for human habitation, a safe haven, or an emergency shelter;
- II. Who has been homeless and living in any of the situations described above continuously for at least 12 months or on at least four separate occasions in the last three years, as long as the combined occasions equal at least 12 months.

While a longer stay in an institution such as a jail, hospital, or drug treatment facility will not count as living in a homeless situation, institutional stays of fewer than 90 days do count as time spent homeless. If a family's head of household – generally an adult family member, but occasionally a minor who is the head of a family with no adults – is chronically homeless under this definition, then the entire family meets the definition of chronic homelessness.

^{xxxi} Code of Federal Regulations, Continuum of Care Program, Title 24, sec. 578.3. This report does not use Category 3 of HUD's homeless definition, which includes unaccompanied youth or families who are homeless under other federal definitions of homelessness.

^{xxxii} U.S. Department of Education: Education for Homeless Children and Youth Program Non-Regulatory Guidance, March 2017. Accessed on 10/2/17: <https://www2.ed.gov/policy/elsec/leg/essa/160240ehcyguidance072716updated0317.pdf>

^{xxxiii} Code of Federal Regulations, Continuum of Care Program, Title 24, sec. 578.3.

Appendix B: Data Sources

The two most common methods for estimating the number of persons experiencing homelessness in a community are point-in-time counts and data collected by housing and services programs. This report draws on both of those methods to establish the scope and characteristics of homelessness in Santa Clara County, and each is described below.

Homeless Management Information System (HMIS)

The County of Santa Clara Office of Supportive Housing operates the community's HMIS, a countywide database used by the majority of programs providing housing or services for homeless populations within the county. Providers request consent from each person they serve to enter standard information into HMIS, including demographic information, services provided, and data about income and housing status. This results in a large set of data that includes nearly all individuals who had contact with outreach teams, emergency shelters, homeless housing programs, and other services.

Because HMIS is focused on service data, it does not include individuals who are currently homeless but are not accessing services. It also does not include persons who receive services or housing designed for survivors of domestic violence or human trafficking, as many programs providing those services are prohibited from entering information into HMIS for privacy and safety reasons. Most significantly, since the individuals in HMIS are limited to those who have received services, the total number of persons recorded as homeless in HMIS increases as the system serves more people.

To estimate the total number of persons experiencing homelessness over the course of a year using data from HMIS, communities use the number of persons who have spent at least one night in emergency shelter or transitional housing. As the size and capacity of the community's emergency shelter and transitional housing system increase, the total persons identified in HMIS as experiencing homelessness will also increase.

Homeless Census and Survey

Every two years, the County of Santa Clara and the region's fifteen cities conduct a Homeless Census and Survey. Trained volunteers tally the number of people observed living or sleeping outside at a single point in time and survey a sample of those counted. To cover the entirety of the county's extensive geographic area, the count occurs over the course of two days during the month of January, with roughly half of the county enumerated on each day. Data is also collected from emergency shelter and transitional housing programs, as households in shelter and temporary housing are considered homeless for purposes of the count.

The Homeless Census and Survey employs consistent methods from year to year, providing a useful data set for tracking changes in the homeless population. Because the count enumerates people who are currently living outside or in vehicles, including those who may not engage in services, it incorporates a population that may not be represented in HMIS data.

Notably, a point-in-time count will only provide a snapshot of homelessness on the nights selected for the count, which is not easily extrapolated to a total annual number of people who experience homelessness. This also means that the number of individuals counted each year is affected by weather conditions, the number of shelter beds open on the night of the count, natural disasters, and other temporary conditions that cause fluctuations in the visibility or size of the homeless population. It is expected that point-in-time methods will undercount individuals and families who shelter in locations that are not visible to volunteer teams, including vehicles, garages, and other structures not built to be lived in.

Appendix C: Measuring Success

To ensure that each component of Santa Clara County's supportive housing system effectively advances the goal of ending homelessness, system stakeholders have identified standard, data-based indicators of success. These indicators track the system's ability to help individuals and families permanently exit homelessness by obtaining and retaining housing.

These metrics are based on data entered by the community's housing and shelter programs into the Homeless Management Information System (HMIS), the primary community-wide database for collecting information about homeless housing and services, to evaluate the overall success and impact of the community's response to homelessness. See Appendix B: Data Sources for more information about the HMIS.

Permanent Housing Retention

How successful are the community's housing programs at helping individuals with disabilities who exit homelessness to remain in permanent housing situations for at least 12 months, while they continue to receive support from the housing program?

Program type: Permanent Supportive Housing

Universe: All individuals served by the program during the measurement period who were housed with program support at least 12 months ago.

Measure: The percentage of the universe who remained housed for at least 12 months.

Obtained Permanent Housing

How successful are the community's housing and shelter programs at helping individuals experiencing homelessness to obtain permanent housing?

Program type: Emergency Shelter, Transitional Housing, Rapid Rehousing

Universe: All individuals served by the program who exited the program (stopped receiving services) during the measurement period.

Measure: The percentage of the universe who were in a permanent housing situation when they exited the program.

Returns to Homelessness

How successful are the community's housing and shelter programs at ensuring that individuals who exit homelessness do not return to homelessness once they stop receiving services?

Program type: Emergency Shelter, Transitional Housing, Rapid Rehousing, Permanent Supportive Housing

Universe: All individuals served by the program who exited the program (stopped receiving services) two years prior to the measurement period, and were in a permanent housing situation when they exited.

Measure: The percentage of the universe who were served by another homeless housing or services program in Santa Clara County's HMIS within 2 years of the date they exited the program to a permanent housing situation.

Appendix D: Local Funding for Supportive Housing and Homeless Services

Cities are key partners in the movement to end homelessness and implement a variety of strategies, from local ordinances supporting housing affordability to funding for services and supportive housing development. The table below provides an overview of funding commitments made by cities within Santa Clara County for Fiscal Year 2017-2018.

City	Permanent Housing Capital Funding	Permanent Housing Services Funding	Transitional Housing and Emergency Shelter	Homelessness Prevention
Cupertino	\$4,172,000	N/A	N/A	\$32,488
Gilroy	N/A	\$102,500	\$20,070	\$34,465
Milpitas	\$120,000	N/A	N/A	\$38,283
Morgan Hill	\$750,000 ^{xxxiv}	N/A	N/A	N/A
Mountain View	N/A	\$125,000	N/A	N/A
Palo Alto	\$220,000	\$206,184	N/A	\$341,400
Santa Clara	\$544,333	N/A	\$139,423	\$100,000
Sunnyvale	N/A	\$338,000	\$31,000	\$10,000

^{xxxiv} This funding was committed in Fiscal Year 2018-2019.



ENDING

HOMELESSNESS

The State of the
Supportive Housing System
in Santa Clara County
2017



ENDING HOMELESSNESS

The State of the Supportive Housing System in Santa Clara County **2017**

Acknowledgements

This report was prepared by HomeBase, The Center for Common Concerns on behalf of the County of Santa Clara Office of Supportive Housing and was designed by Cesar Ramirez of Gilmore IT Solutions.

The Office of Supportive Housing would like to thank its many partners who generously provided information for this report. Special thanks to the clients who shared their stories.

This report can be downloaded at the Office of Supportive Housing website:
<https://www.sccgov.org/sites/osh>

Cover photo credits (clockwise from top):

Parkside Studios, photo by Jeffrey Peters. Photo by Marianna Moles.

Monterey Villa, photo courtesy of Eden Housing. Joanne, photo courtesy of Destination: Home. Destination: Home's All the Way Home campaign helped formerly homeless veteran Tony Harrison find permanent housing, photo courtesy of Destination: Home. Photo courtesy of Destination: Home. Andy and Ernestine were homeless for 20 years; they now have a home thanks to the Housing 1000 project, photo courtesy of Destination: Home.

LETTER FROM THE COUNTY

EXECUTIVE

In Santa Clara County's current housing crisis, safe and affordable housing is out of reach for many, especially those with the fewest resources, including the elderly and persons with a disabling condition. As a result, thousands of individuals and families experience homelessness in our county each year. The County, in collaboration with our city, nonprofit, business, and philanthropic partners, is dedicated to making homelessness rare, brief, and non-recurring for residents. The first of ten annual reports, this document highlights countywide efforts to prevent homelessness before it occurs, strengthen the supportive housing system to better serve those with the highest needs, and increase the community's stock of affordable housing.

As demonstrated in the following pages, our community has made significant progress toward the goals we set in 2015 when we collectively developed and committed to the Santa Clara County Community Plan to End Homelessness. Collaboration is essential to reaching our community goals; we must continue to build upon the strong partnerships that have been critical to our successes thus far.

We thank Destination: Home for its leadership in generating financial and community support for programs serving homeless individuals and families. We thank the City of San José for its commitment to funding both the development of supportive housing and services to support those most in need, highlighted by their multi-million dollar investment in Second Street Studios, the largest permanent supportive housing development in our county to date. We thank the Santa Clara County Housing Authority for its commitment of housing subsidies dedicated to supportive housing systems, such as 134 permanent subsidies for the homeless individuals moving into Second Street Studios this fall. And we thank the outreach workers, case managers, shelter staff, landlords, and hundreds of other partners who work every day toward the goal of preventing and ending homelessness in our county.

Thanks to the deep commitment of leaders from the County and its city, nonprofit, business, and philanthropic partners, our community has built far more than a continuum of services for homeless individuals — we have built a movement to end homelessness. As we look back at all that was accomplished in 2017, we are confident that our collective momentum will continue to push forward collaborative efforts to house those in our community who experience homelessness.

Sincerely,

Jeffrey V. Smith, M.D., J.D.
County Executive Officer
County of Santa Clara

Miguel Marquez, M.P.P., J.D.
Chief Operating Officer
County of Santa Clara

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A map of developments that include supportive housing is available at: www.supportivehousingcc.org/map

Gilroy Sobrato Studios. Photo courtesy of Eden Housing



EXECUTIVE SUMMARY

Each night, thousands of Santa Clara County residents face homelessness. Families with children, seniors, individuals with disabilities, veterans, and youth are all represented in the county’s diverse homeless population, with nearly three-quarters going unsheltered – sleeping outside, in cars, or other places not meant for human habitation. Despite the prosperity associated with the region, a lack of affordable housing development and difficulty finding living-wage employment in Santa Clara County has resulted in many economically vulnerable households falling into homelessness, and countless more on the edge.

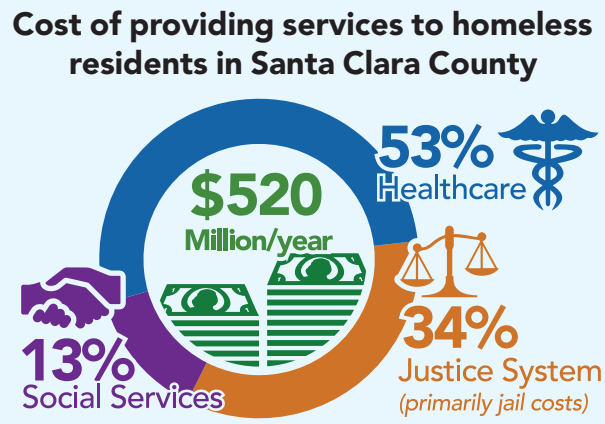
Data shows that for most, homelessness will be a brief and one-time occurrence, but for some it can last for years or become a repeating cycle. Often individuals who are homeless for longer periods of time make frequent use of emergency medical and psychiatric care, or get caught up in the justice system, resulting in high cost to the public. *Home Not Found*, a study of the cost of homelessness in Santa Clara County, reported that the County and service providers spend more than \$520 million per year on such services.

In 2015, the community came together to create a roadmap to guide their efforts to end homelessness. Coordinated by the County of Santa Clara Office of Supportive Housing and nonprofit partner Destination: Home, the resulting Community Plan to End Homelessness set an ambitious goal of 6,000 new housing opportunities, and identified strategies to help the community achieve this shared vision. The community efforts to date represent significant progress toward these goals.

Building Affordable Housing

Responding to the high level of need for affordable housing and the desire to efficiently utilize scarce resources, the County has prioritized funding and development of housing for residents experiencing homelessness and extremely low-income households. Creating affordable housing for these priority populations requires substantial cooperation between the County of Santa Clara, its many agencies, and a range of municipal, nonprofit, philanthropic, and community partners. Key examples of the collaboration necessary to stably house the county’s most vulnerable residents include:

- **Second Street Studios**, an innovative partnership between the County, the City of San José, and the Santa Clara County Housing Authority will result in a new service-enriched apartment community in September 2018. The development will improve the health and housing stability of 134 disabled individuals who have experienced long-periods of homelessness.
- **2016 Measure A**, the recently passed \$950 million Affordable Housing Bond, will help to fill some but not nearly all of this need, by providing funding for approximately 4,800 units of affordable housing. The County has approved funding for six developments with housing designated for households exiting homelessness, and is working to support more than 100 additional developments over the next ten years.



[†]U.S. Department of Housing and Urban Development, The 2017 Annual Homeless Assessment Report (AHAR) to Congress Part 1: Point in Time Estimates, Available at: <https://www.hudexchange.info/resources/documents/2017-AHAR-Part-1.pdf>

[‡]The universe for this measure (1,681 clients) includes all clients served in a permanent supportive housing program who were housed at least 12 months prior to the end of 2017. The universe is significantly lower than the total system capacity (2,846 households) because it does not include all clients served.

Progress Toward Goal of 6,000 New Housing Opportunities



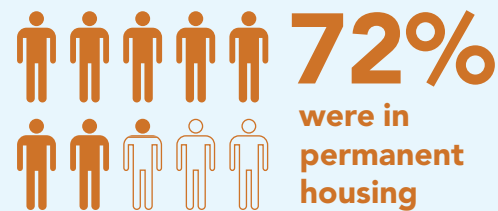
Santa Clara County's Supportive Housing System

Affordable housing is a critical tool of the supportive housing system in Santa Clara County, but it must be complemented by individualized services to help clients maintain stable housing and rigorous data evaluation to improve outcomes for families and individuals experiencing homelessness. Santa Clara County's supportive housing system provides a continuum of programs and services to meet the needs of the community's most vulnerable residents, including:

- **Homelessness prevention programs** help individuals and families on the verge of homelessness to remain housed and avoid extended shelter or transitional housing stays.
- **Targeted outreach programs** engage with people experiencing homelessness, especially the more than 5,000 county residents living in vehicles, encampments, and other public spaces.
- **Emergency shelters** provide a temporary place to stay, access to services, and other basic needs, for up to 1,146 people across the county each night.
- **Transitional housing programs** offer time-limited housing and services for up to 610 households at a time and are well-suited for populations such as youth or survivors of domestic violence, who may benefit from increased social supports and intensive onsite services.
- **Rapid Rehousing programs**, with a capacity to serve 619 households at a time, quickly move families and individuals into housing and provide financial assistance and services to help households stabilize, increase income, and eventually take over the cost of their rent. Of clients leaving the program in 2017, 72% had obtained permanent housing.

- **Permanent supportive housing programs** couple stable, long-term housing with wrap-around supportive services, such as case management and access to physical and behavioral healthcare, for up to 2,846 households at a time. Of those housed in permanent supportive housing programs by 2017, 90% of clients remained stably housed for at least 12 months.
- **Coordinated Assessment System**, which referred 1,401 households to housing programs in 2017, matches individuals and families experiencing homelessness with the county's transitional and permanent housing resources, and ensures that the community is serving those with the highest needs.

Obtained Permanent Housing



(884 of 1,232) of clients who exited rapid rehousing programs in 2017

Permanent Housing Retention



(1,205 of 1,343) of clients housed in PSH between July 2011 and the end of 2016[†]

Innovative — and Cost Effective — Housing Programs

Though the County offers an array of programs and services, current capacity cannot meet the need of the county's significant homeless population. To efficiently utilize the limited resources available to assist individuals and families experiencing homelessness, the County seeks to target housing resources and close service gaps for its most vulnerable residents. Programs and strategies implemented by the Office of Supportive Housing and its partners include:

- **Re-envisioning the Community's Approach to Preventing Homelessness** — The Homelessness Prevention System Pilot brings together a network of community partners to provide flexible financial assistance and resources for households in crisis, targeting support to families and individuals most at risk of losing their housing and preventing them from entering the homeless system.
- **Facilitating Public Safety and Justice Housing Services** — County programs enhance public safety by helping homeless individuals overcome past criminal history and find safe and stable housing upon release, allowing them to reintegrate and contribute to the community.
- **Supporting Housing Stability to Promote Family Reunification** — The Bringing Families Home program, a collaboration between the Office of Supportive Housing and the Social Services Agency's Department of Family and Children Services, helps families involved in the child welfare system to attain housing stability and reunify.

These innovative programs, and many others that have been implemented or are in development, demonstrate the County of Santa Clara and its partners' commitment to working strategically and collaboratively to ensure that homelessness is rare, brief, and non-recurring. To achieve the collective goal of 6,000 new housing opportunities for individuals and families experiencing homelessness, the community must shift from relying on the private market to building enough affordable housing to meet the need in Santa Clara County. The Office of Supportive Housing is a leader in this movement, working across the region in a successful Collective Impact framework, as no one entity can address the issues of homelessness and poverty alone. As the many initiatives already in progress show, a community-wide effort to end homelessness requires the cooperation and collaboration of a range of stakeholders from our public/private sectors, including cities, state and county agencies, corporations, philanthropy and nonprofit partners.





Parkside Studios. Photo by Jeffrey Peters.

HOMELESSNESS IN SANTA CLARA COUNTY

Homelessness affects thousands of Santa Clara County residents each year. Individuals and families, adults and children, people with jobs, and those with severe disabling conditions all face challenges to finding and retaining safe and stable housing. Many live without habitable shelter, on streets, in parks, in vehicles, or in sheds or abandoned buildings, while others spend their nights in the community's emergency shelters and transitional housing programs. (See Appendix A: Defining Homelessness for more information about the definitions of homelessness used in this report.)

Home Not Found, a 2015 study on the costs of homelessness in Santa Clara County, identified 46,225 residents who experienced homelessness over the course of the year in 2012 and received some form of County medical, behavioral health, or other social services, or had contact with the criminal justice system.ⁱⁱ This population represents some of the county's most vulnerable residents, in no small part due to the instability, stigma, loss of resources, and physical vulnerability that accompany the experience of homelessness. The *Home Not Found*

study found that the majority of county residents with experience of homelessness between 2007 and 2012 had used the County of Santa Clara's medical and mental health services or had interacted with the criminal justice system, and many had contact with multiple County of Santa Clara departments or services.

The role of Santa Clara County's supportive housing system is to implement the most effective strategies to assist individuals experiencing homelessness in overcoming the barriers keeping them from stable housing, and to make homelessness rare, brief, and non-recurring across the county.

*46,225 residents experienced
homelessness over the course
of the year in 2012*

ⁱ The study identified homeless individuals based on records maintained by the County of Santa Clara Social Services Agency, the Santa Clara Valley Health and Hospital System (including Valley Medical Center and the Behavioral Health Services Department), the Santa Clara County Housing Authority, and the County of Santa Clara Criminal Justice Information Control, as well as information in the Homelessness Management Information System (HMIS), the community's central database for homeless housing and service providers. Due to variations in data collection and definitions of homelessness in the community, the study included some individuals who were couch surfing, without a permanent place to sleep, as well as individuals who meet the more strict federal definition of homelessness. See *Home Not Found: The Cost of Homelessness in Silicon Valley*, Methods Appendix pages 49-52 for more information on study methodology.

ⁱⁱ Economic Roundtable, *Home Not Found: The Cost of Homelessness in Silicon Valley*. 2015. Available at: https://destinationhomesv.org/wp-content/uploads/2015/05/er_homenotfound_report_6.pdf

Patterns of Homelessness

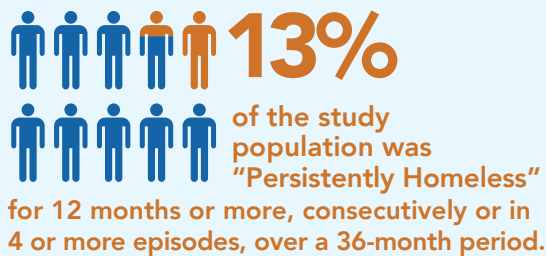
The *Home Not Found* study analyzed six years of data from County homeless, health and justice system service databases, revealing patterns in duration, County service usage, and public cost.

Duration

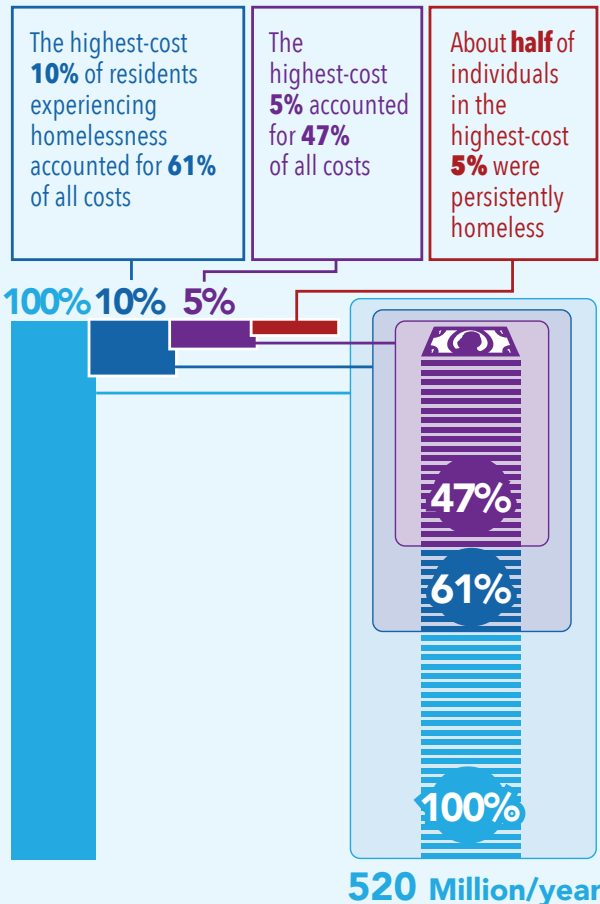
Out of the more than 100,000 people who experienced homelessness from 2007 through 2012, during those six years:



While most individuals were able to make lasting exits from homelessness after shorter episodes, some fell into longer episodes or patterns of homelessness. In an average month from 2007 to 2012:

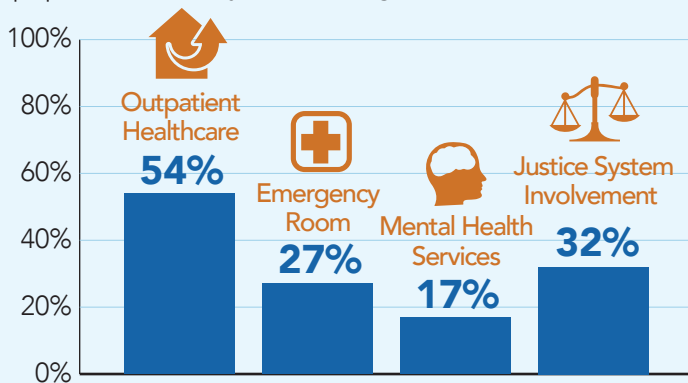


On average, Santa Clara County service providers spent \$520 million per year providing services for residents in years when they experienced homelessness during the six years covered by this study, with much of the costs accrued by a small number of frequent users. In 2012:



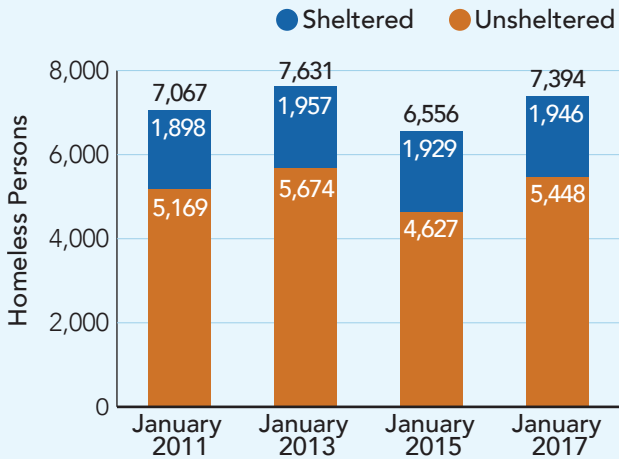
Service Usage and Public Cost

Among the individuals in the *Home Not Found* study population, County service usage was common:

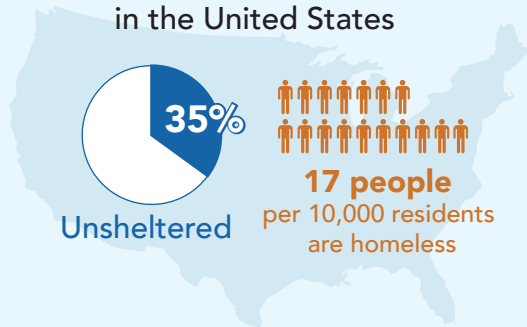


Though the type of service usage and costs varied, the study found that mental illness, substance abuse, incarceration, and persistent homelessness all had a strong impact on overall public costs.

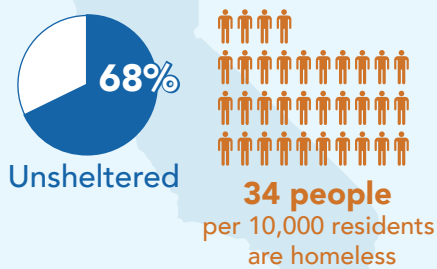
Santa Clara County Homeless Census & Surveyⁱⁱⁱ



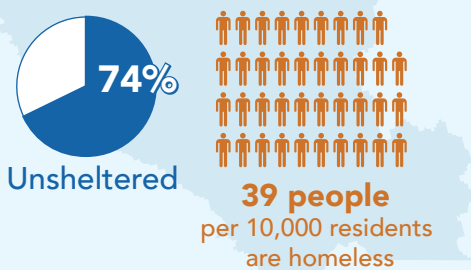
553,742 Homeless^{iv} in the United States



134,278 Homeless^{iv} in California



7,394 Homeless^{iv} in Santa Clara County



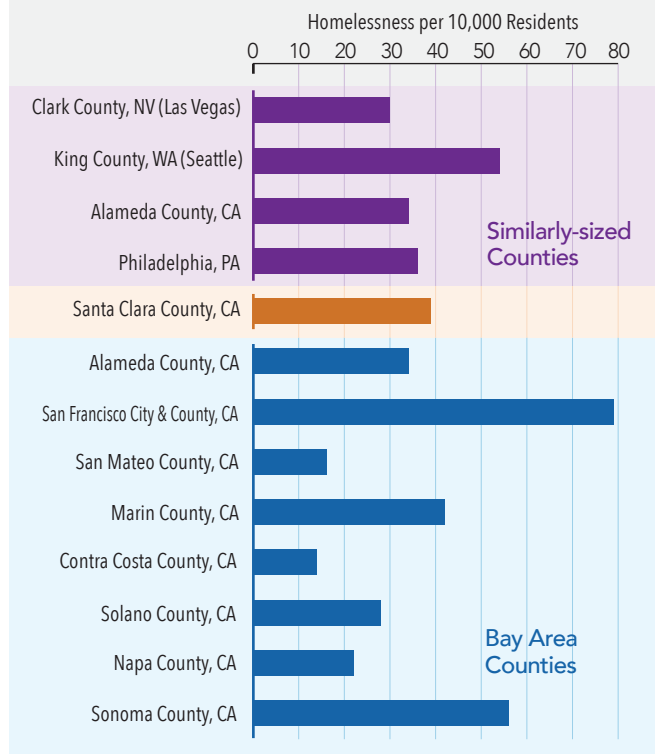
Homeless Population Change Over Time

Every other year in January, the County of Santa Clara Office of Supportive Housing and the local cities coordinate a countywide point-in-time count of people experiencing homelessness. This biennial Homeless Census and Survey provides the best data available on the size and characteristics of the county's homeless population over time, including numbers of people sleeping outside, in vehicles, or in structures not intended for human habitation (unsheltered), and in emergency shelters and transitional housing programs (sheltered). For more information about the Homeless Census and Survey, see Appendix B: Data Sources.

A Crisis in Context

Santa Clara County's housing and homelessness crisis is a local instance of a national epidemic, which is particularly acute in California's metropolitan areas. As of January 2017, local point-in-time counts similar to the Homeless Census and Survey reveal that the state of California is home to a quarter of the nation's homeless population. More than two-thirds of people experiencing homelessness in California are unsheltered – over twice the national rate.^{iv}

How Santa Clara County's Homeless Population Compares to Other Communities^{v,vi}

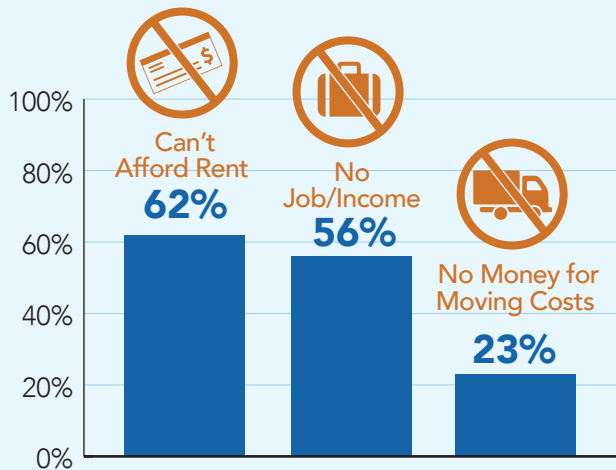


Causes of Homelessness

In Santa Clara County, as in much of California and in many high-cost urban areas around the country, homelessness and housing instability are closely tied to the region's soaring housing costs and economic stagnation for low-income residents.

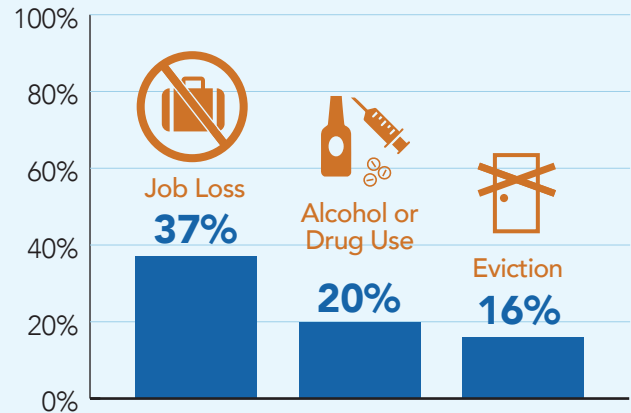
The Rental Market and Lack of Income are Primary Barriers to Regaining Housing

Top 3 barriers to obtaining permanent housing reported by 2017 Homeless Census and Survey respondents: ^{vii}

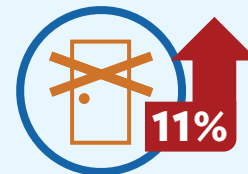


Job Loss and Eviction are Among the Leading Causes of Homelessness

Top 3 primary causes of homelessness reported by 2017 Homeless Census and Survey respondents:



Homeless Census and Survey respondents reporting eviction as their primary cause of homelessness has increased by 11 percentage points between 2011 and 2017 (5% to 16%)



The number reporting evictions as the primary cause of homelessness increased by **11% points** since 2011

ⁱⁱⁱ Santa Clara County 2017 Homeless Census and Survey Comprehensive Report, https://www.sccgov.org/sites/osh/ContinuumofCare/ReportsandPublications/Documents/2017_Santa_Clara_County_Homeless_Census_and_Survey_Report.pdf

^{iv} U.S. Department of Housing and Urban Development The 2017 Annual Homeless Assessment Report (AHAR) to Congress Part 1: Point in Time Estimates, Available at: <https://www.hudexchange.info/resources/documents/2017-AHAR-Part-1.pdf>

^v U.S. Census Bureau, American Community Survey data, 2016.

^{vi} U.S. Department of Housing and Urban Development, 2007 – 2017 PIT Counts by CoC, Available at: <https://www.hudexchange.info/resource/3031/pit-and-hic-data-since-2007/>

^{vii} Respondents were asked to identify the barriers preventing them from obtaining housing. Many identified more than one barrier and all responses were recorded.

THE HOUSING GAP

In Santa Clara County, community-wide efforts have led to a number of robust and successful initiatives, but rates of homelessness remain persistently high. Although the county is among the most prosperous regions in the country, statewide economic trends and a severe housing shortage have left fewer and fewer residents able to afford the high cost of housing. Despite tremendous economic growth overall, median renter income in California declined by seven percent from 2000 to 2014. At the same time, annual median rent increased by 24 percent, overwhelming many renter households' purchasing power in the housing market.^{viii}

Though Santa Clara County sits at the epicenter of the nation's technology sector, all residents have not shared in the wealth generated by this sector. For low-income households, decades of slow-paced housing development combined with stagnant wages and swiftly rising rents have displaced many and created an exceedingly tight rental market for those who have remained.

These economic and housing market trends have been challenging for many residents and have been particularly catastrophic for those lowest-income households without a financial safety net. In response, the County of Santa Clara is focused on building a supportive housing system to serve these most vulnerable residents. Priority populations for the County include those who are most impacted by the lack of affordable housing – people experiencing homelessness, disabled individuals, and extremely low-income, elderly, and fixed-income households. For these residents, safe and affordable housing is often a critical component to alleviate physical and mental health conditions, maintain housing stability, and mitigate the effects of poverty.

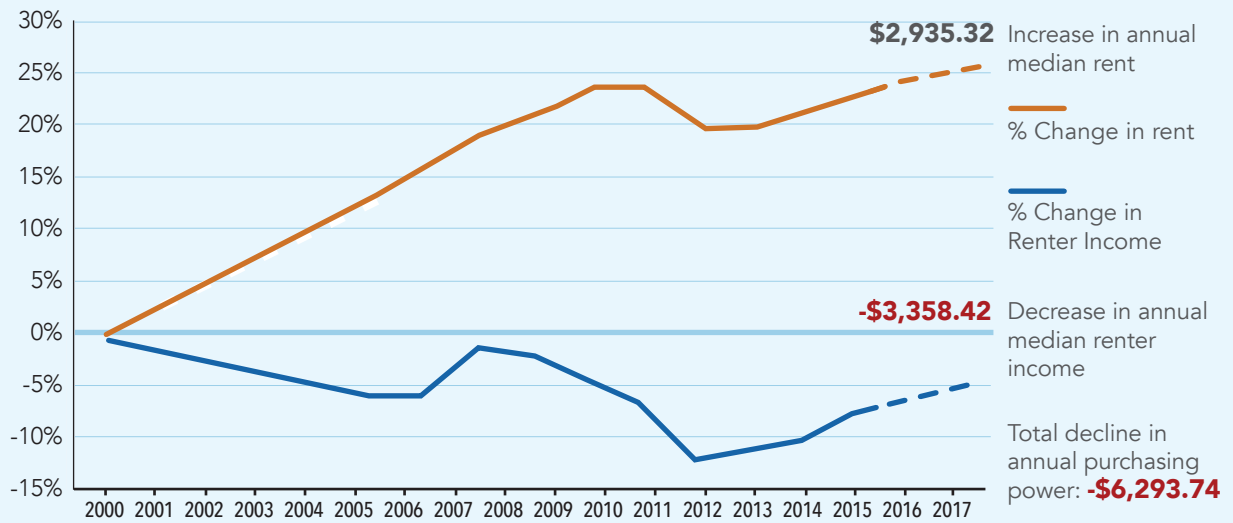
^{viii} California Housing Partnership Corporation, "Confronting California's Rent and Poverty Crisis: A Call for State Reinvestment in Affordable Homes." April 2016. Available at: <https://1p08d91kd0c03rlxhmhtydpr-wpengine.netdna-ssl.com/wp-content/uploads/2016/04/State-Housing-Need-2016.pdf>

^{ix} Extremely low-income households comprise many of the county's most vulnerable renters, including low-wage service workers, and older adults and people with disabilities living on fixed incomes.

^x Fair market rent is the amount that the Department of Housing and Urban Development (HUD) calculates would be needed to pay rent and utilities for a modest, privately owned, and safe rental unit of that size. U.S. Dept. of Housing and Urban Development, Fair Market Rent. Available at: <https://www.huduser.gov/portal/datasets/fmr.html#2018>

^{xi} City of San José, Housing Market Update Third Quarter 2017. <http://www.sanjoseca.gov/DocumentCenter/View/73415>

California's Median Rent Increased 24% while Median Renter Income Declined 7% from 2000 - 2014^{viii}



Source: California Housing Partnership Corporation analysis of 2000-2014 Census and American Community Survey data. Median renter income and rent from 2001-2004 and 2015-2016 are estimated trends. Median rent and median renter income are inflation adjusted to 2014 dollars.

In 2017, annual income for an extremely low-income household earning 30 percent of the Area Median Income (AMI) in Santa Clara County was:^{ix}

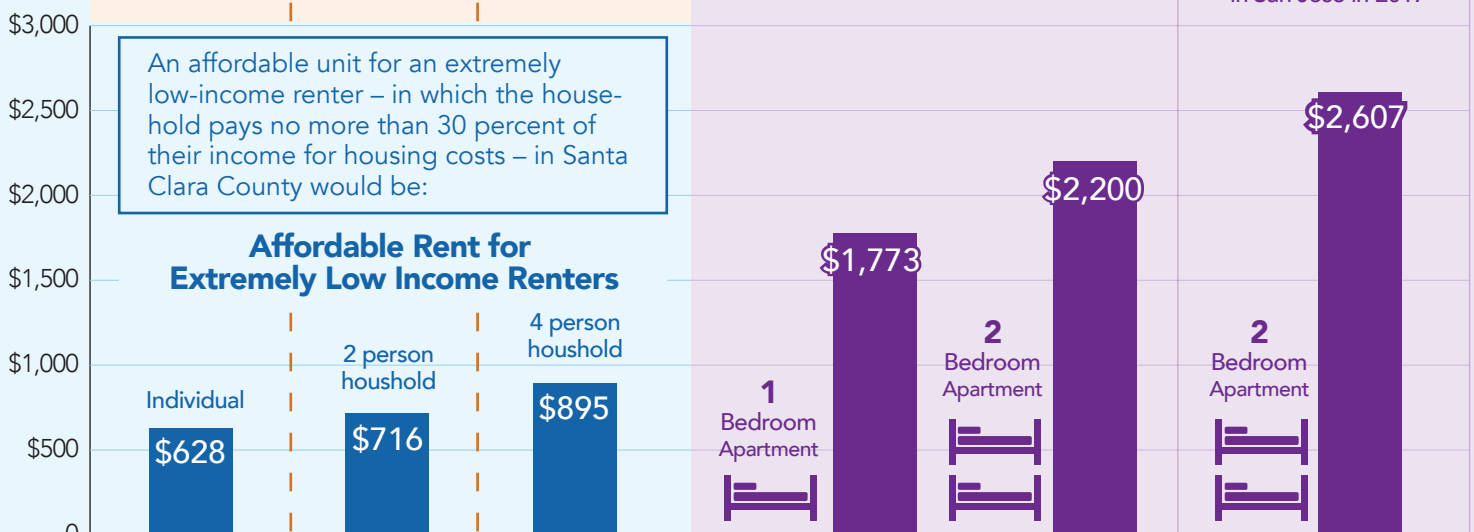
Annual Income for Extremely Low Income Renters



Housing costs in Santa Clara County, however, far exceed what would be affordable for extremely low-income households:

2017 Fair Market Rent^x

Average monthly rent^{xi} in San José in 2017



Affordable Rent for Extremely Low Income Renters

Not All Housing is Created Equal

Addressing the affordable housing crisis for the county’s most vulnerable residents is no small task. In Santa Clara County, the need for more affordable housing is extremely pressing for all but the highest-income households, and demand for housing for extremely low-income renters is most acute. These households face additional challenges to housing stability, as a larger proportion of their income often goes to rent, and there is a disproportionate lack of affordable housing options at their income level.

This deficiency is nothing new, however. In 2005, a San Jose State University study found that unmet need for affordable housing development for extremely low-income renters far surpassed that of households with higher incomes. The report predicted that an additional local investment of \$3.8 billion would be required to create housing for just the county’s extremely low-income households from 2005 to 2024.^{xii}

Housing Need and Funding 2005-2024

	ELI (0-30% AMI)	VLI (31-50% AMI)	LI (51-80% AMI)	MOD (81-120% AMI)	Total
Gross/Total Need	42,483	12,978	13,260	22,187	90,908
Planned Production	8,119	10,148	16,237	19,089	50,616
Unmet Need	34,364	2,830	-	3,098	40,292
Funding Gap*	\$3,780,040,000	\$198,100,000	\$0	\$154,900,000	\$4,133,040,000

*The funding gap is the additional local subsidy required over the next 20 years to develop a sufficient number of affordable units to meet the unmet need.

Source: *Housing Silicon Valley: A 20 Year Plan to End the Affordable Housing Crisis* (February 2007), SJSU prepared for Local Initiatives Support Corporation

Despite this urgent need, investment in and development of affordable housing for these most economically vulnerable households has not kept pace with the current or projected future need, even while development of housing for higher income households has exceeded demand. Through the state-mandated Regional Housing Need Allocation (RHNA) process, each region projects the total number of housing units necessary to meet the needs of people of all income levels in each county and city. Progress toward these targets is tracked annually based on permits issued.

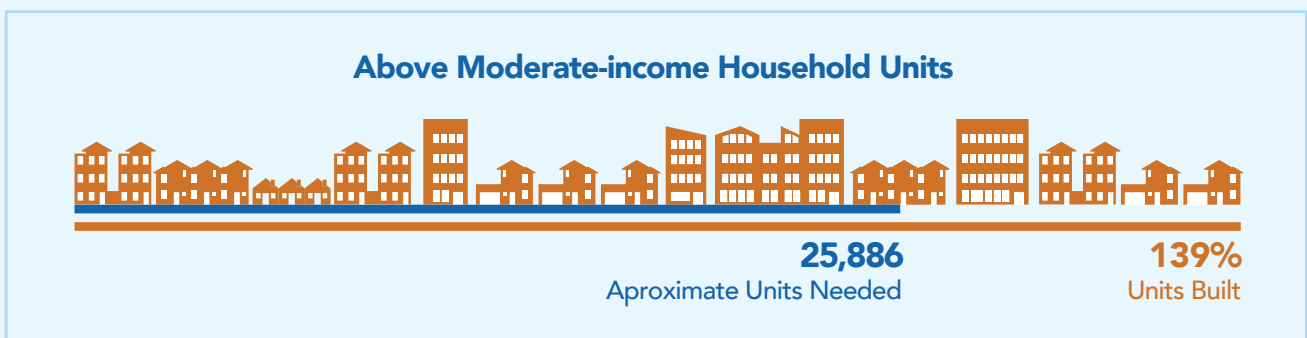
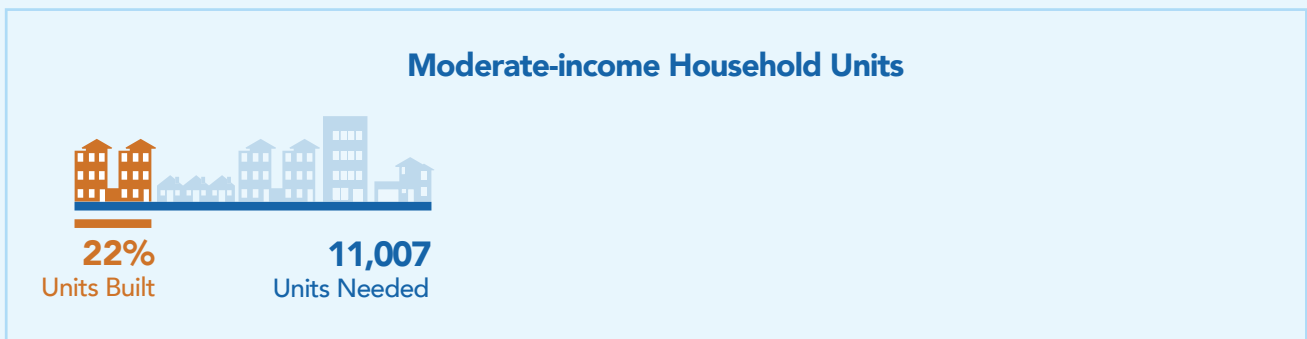
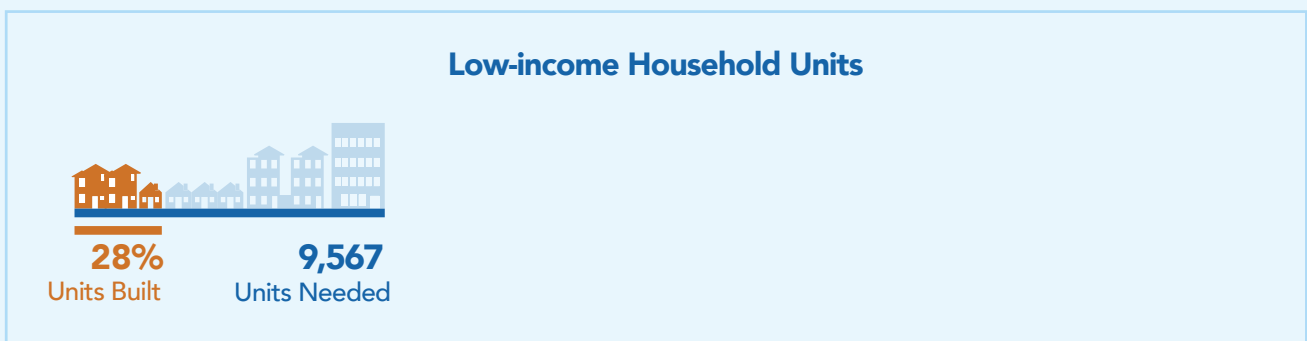
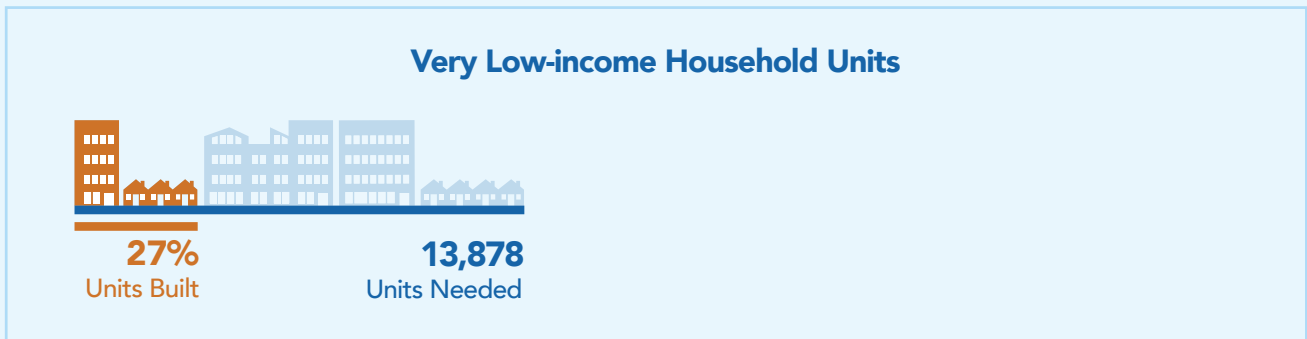
Zero cities in Santa Clara County met their RHNA target for Very Low Income housing and the county as a whole produced just 27% of the goal. In contrast, ten cities exceeded their target for housing for households earning above moderate incomes, and the county as a whole met 139 percent of the goal.

The trend of overproducing housing for higher-income households, while neglecting development for moderate-, low- and very low-income households, has continued under the county’s new RHNA projections released for 2015-2023.^{xiii}

^{xii} Bay Area Local Initiatives Support Corporation and San Jose State University Institute for Metropolitan Studies, “Housing Silicon Valley: A 20 Year Plan to End the Affordable Housing Crisis.” February 2007. Available at: http://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=1016&context=urban_plan_pub

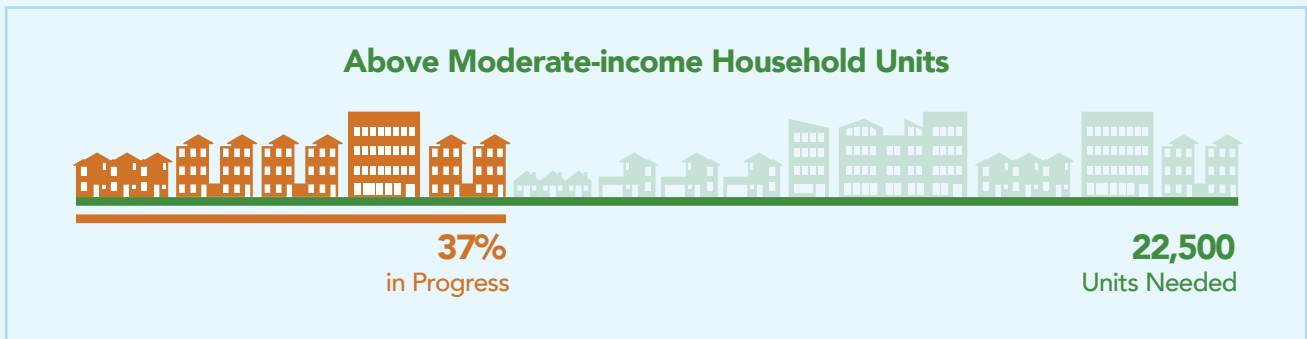
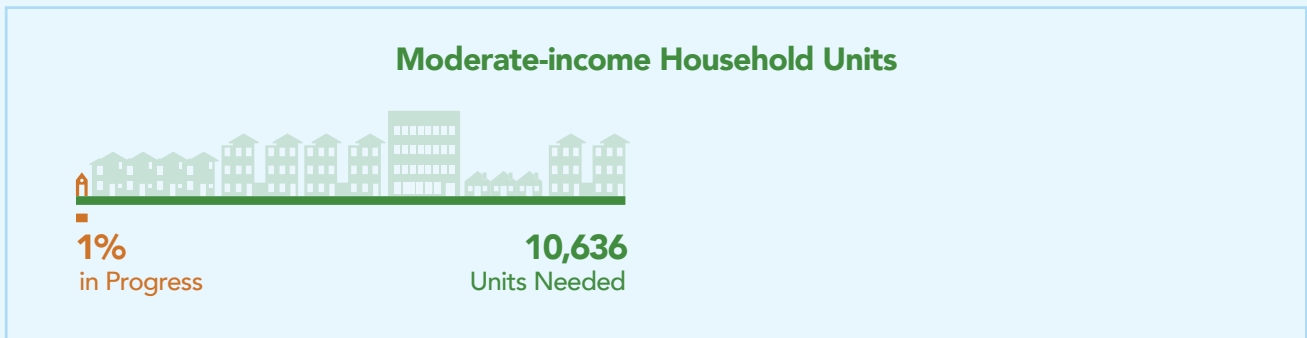
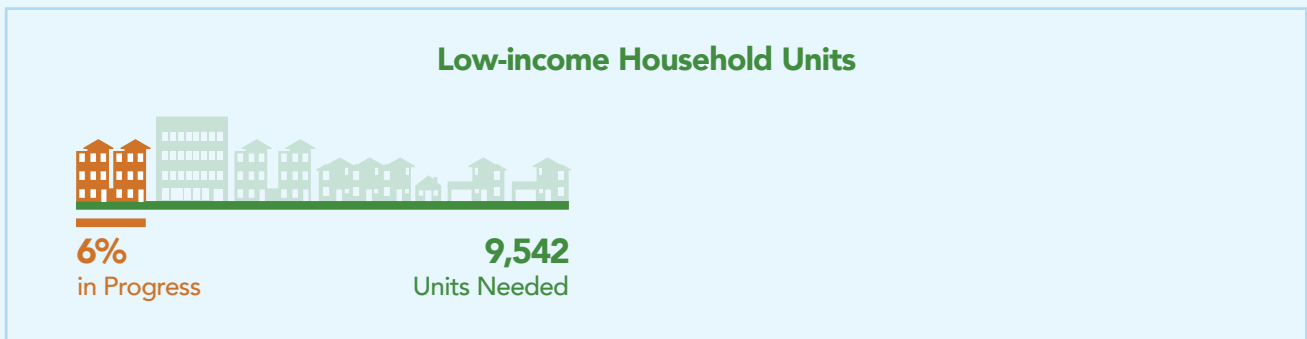
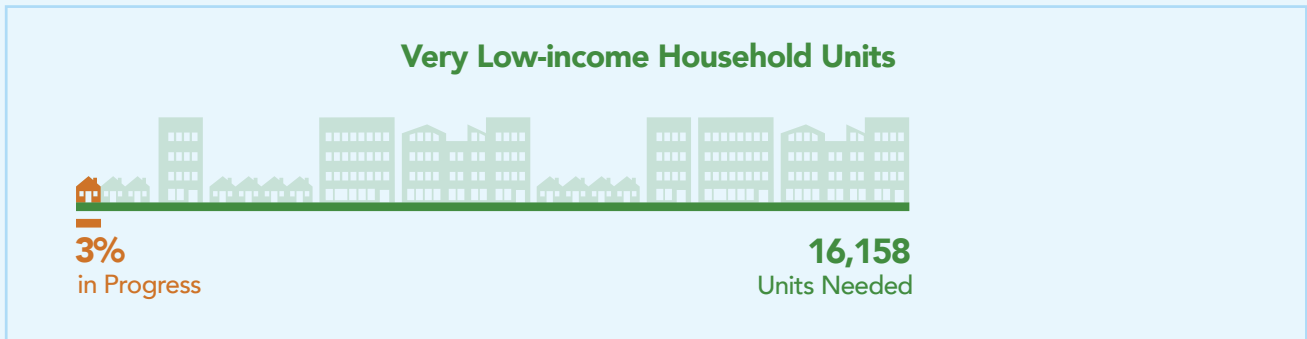
^{xiii} Association of Bay Area Governments, “San Francisco Bay Area Progress in Meeting 2015-2023 Regional Housing Need Allocation (RHNA).” April 2017. Available at: https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20_RHNAProgressReport.pdf. See Appendix D for additional data.

2007-2014 Regional Housing Need Allocation (RHNA) Progress^{xiv}



^{xiv} Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2007-2014 Regional Housing Need Allocation (RHNA)." Sept. 2015. Available at: https://abag.ca.gov/files/RHNAProgress2007_2014_082815.pdf. RHNA does not track need and development of housing specifically for extremely low-income households, instead combining this population with very low-income households with incomes up to 50 percent of AMI. Development of housing affordable for these households likely lags even further. See Appendix D for additional data.

2015-2023 Regional Housing Need Allocation (RHNA) Progress as of 2015^{xv}



^{xv} Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2015-2023 Regional Housing Need Allocation (RHNA)." April 2017. Available at: https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20_RHNAProgressReport.pdf. See Appendix D for additional data.

Building Supportive – and Affordable – Housing in Santa Clara County

Currently, the county's supportive housing system relies heavily on the private market for available housing units, while the system provides rental subsidies to tenants to maintain affordability. This is not enough. An effective and sustainable supportive housing system requires many more units than are available in the private market, necessitating development of significant additional housing, and the cooperation of local, state, and federal partners.

To achieve this goal, the County of Santa Clara, city governments, and residents must make a deliberate shift in affordable housing policy, creating a movement to fund and develop the thousands of units and hundreds of development projects necessary to meet the needs of county residents of all income levels. In 2016, voters took a first and ambitious step toward this goal by passing bond Measure A, investing \$950 million in affordable housing development over the next 10 years. Most of the funding will go toward the County of Santa Clara's key priorities of building housing for extremely low-income households, including permanent housing for people experiencing homelessness.

While the 2016 Measure A Affordable Housing Bond (Housing Bond) will fund development of many new homes, the bond funds alone are not enough to fill the gap left by the dramatic decrease in state affordable housing funding since FY 2008-2009.^{xvi} Moreover, while more housing is being built, the system must also meet the basic needs of the county's homeless population, which is overwhelmingly unsheltered. Temporary housing interventions, including emergency shelters and transi-

tional housing, that seek to move people experiencing homelessness quickly into permanent housing, are a critical component of the supportive housing system. Meeting the current demand for temporary shelter and housing requires increased capacity and resources as well.

Along with its many partners in the public, private, and philanthropic sectors, the County of Santa Clara seeks to continue the momentum from the Housing Bond by further investing in housing that will support the county's most vulnerable residents achieve safe, affordable, and stable housing. Each step in the process relies on the collaboration of these stakeholders. Cities must first approve, and local communities must embrace and accept, new developments and the residents they will serve. Developers must engage the community in the development process, and service providers must work to support tenants to become an integrated part of the community.

This report seeks to highlight the many efforts the County and its partners are undertaking to support the county's most vulnerable residents and achieve the most impact with available resources. Poverty, income inequality, and affordable housing are among the biggest challenges facing residents of Santa Clara County and no single entity has the resources or authority to address these problems alone. As the many innovative and effective initiatives described in this report illustrate, community-wide solutions to ending homelessness require the cooperation and collaboration of a range of stakeholders, including cities, state and county agencies, and nonprofit partners.

^{xvi} California Housing Partnership, "Confronting California's Rent and Poverty Crisis: A Call for State Reinvestment in Affordable Homes." April 2016. Available at: <https://1p08d91kd0c03rlxhmhtydpr-wpengine.netdna-ssl.com/wp-content/uploads/2016/04/State-Housing-Need-2016.pdf>



A MOVEMENT TO END HOMELESSNESS

The County of Santa Clara and its city, nonprofit, philanthropic, and other community partners share a vision for Santa Clara County in which homelessness is rare, brief, and non-recurring for all residents. This collective mission to prevent and end homelessness drives innovation and investment across public and private sectors, and is outlined in detail in the Community Plan to End Homelessness in Santa Clara County.

The Community Plan to End Homelessness in Santa Clara County

In 2014, the County of Santa Clara Office of Supportive Housing and Destination: Home, a public-private partnership dedicated to collective impact strategies to end homelessness, convened a series of community summits to develop a coordinated strategy to address homelessness across the county. Representatives of local cities, nonprofit advocacy groups, service providers, philanthropic organizations, elected officials, universities, and people with lived experience of homelessness participated in the planning process. The resulting Community Plan to End Homelessness has been formally endorsed by Santa Clara County's Board of Supervisors, Santa Clara County Housing Authority, Santa Clara Valley Water District, the majority of the county's 15 cities, and other stakeholder organizations.

The plan provides a roadmap for the community's work to end homelessness from 2015 to 2020, establishing goals and strategies within a three-part framework:

1

Disrupt Systems

The Community Plan calls for disruptive strategies and innovative programs that transform the systems related to housing homeless people.

- Deepen partnerships between local governments, nonprofit service providers, and the business sector to improve coordination
- Use data to implement outcomes-based decisions about the most effective programs and structures to meet community needs
- Coordinate housing and services through the Coordinated Assessment System to connect each individual with the right housing solution
- Ensure that all individuals have a plan for housing upon exit from criminal justice or medical institutions and are not discharged into homelessness

Above photo: A PATH outreach worker engaging with a community member experiencing homelessness. Photo by Jeff Bomberger

2 Build the Solution

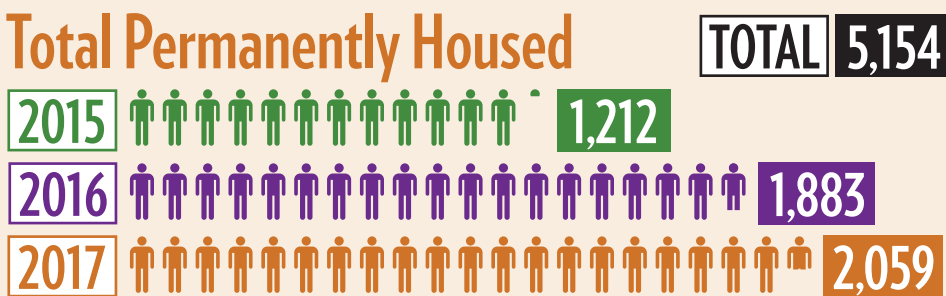
To end homelessness, it is essential to secure the full amount of funding needed to provide affordable housing and services to those who are homeless and those at risk of homelessness.

The Community Plan sets a goal of 6,000 new affordable housing opportunities dedicated to people experiencing homelessness, including new physical homes and apartments and new rental subsidies. Tenants in each of these new housing opportunities will have access to case management, health care, employment programs, and other services to ensure they are able to remain housed.

3 Serve the Person

The Community Plan recognizes the need for client-centered strategies that target resources to each specific individual or household based on their unique and different needs. Goals under this section focus on increasing the system’s capacity to serve the needs of veterans, children and youth, families, people with disabilities who have experienced long-term homelessness, and other specific subpopulations.

Since implementation of the Community Plan began in 2015, the supportive housing system has helped 5,154 people return to safe and permanent housing.



The programs and initiatives described in this report represent significant progress toward Community Plan goals. The community’s stock of affordable housing dedicated to people exiting homelessness has increased by over half (see **Closing the Housing Gap** on page 22 for more information about progress toward 6,000 new housing opportunities). Innovative partnerships with the community’s healthcare, criminal justice, child welfare, and education systems are in place to disrupt cycles of homelessness for the county’s most vulnerable residents (see **Supportive Housing Innovations** on page 29 for

more information about cross-system partnerships). As it grows to meet the community’s need, the supportive housing system will continue to focus on systemwide coordination and improved crisis response for all families experiencing homelessness (see **Crisis Response System** on page 47 for more information about system coordination and shelter programs).

SUPPORTIVE HOUSING SYSTEM MAP

Homelessness Prevention



- Helps individuals and families who are about to lose their housing to remain housed where they are or move to new permanent housing
- Acts as an access point to the Coordinated Assessment System

SEE PAGE 48

Outreach



- Engages with people experiencing homelessness on the street, in parks and other public spaces, and in vehicles
- Acts as an access point for the Coordinated Assessment System and for emergency shelter
- Locates people in the Coordinated Assessment System who have been referred to a housing program

SEE PAGE 49

Coordinated Assessment System



- Acts as a front door to the community's housing resources
- Matches people experiencing homelessness to the community's transitional housing, rapid rehousing, and permanent supportive housing programs

SEE PAGE 49

Emergency Shelter



- Provides a safe place to sleep for people experiencing homelessness
- Provides meals, showers, other basic needs, and connections to other community resources
- Acts as an access point to the Coordinated Assessment System

SEE PAGE 52

Permanent Supportive Housing



- Helps individuals and families with disabilities maintain permanent housing through long-term rental subsidies, connections to medical and behavioral health care, and other services.

SEE PAGE 30

Transitional Housing



Provides temporary housing and site-based services for people experiencing homelessness, a program model most effective for specific subpopulations, such as:

- Youth, especially Parenting Youth
- Veterans
- Homeless individuals and families enrolled in a permanent housing program and searching for apartments

SEE PAGE 54

Rapid Rehousing



- Provides supportive services and financial assistance to people experiencing homelessness
- Helps individuals and families obtain permanent housing and increase income so that they can remain housed independently.

SEE PAGE 38



A map of developments that include supportive housing is available at: www.supportivehousingssc.org/map



Parkside Studios. Photo by Jeffrey Peters.

CLOSING THE HOUSING GAP

For most individuals and families experiencing homelessness, affordable housing is fundamental to achieving long-term housing stability. Since implementation of the Community Plan to End Homelessness began in 2015, Santa Clara County has made significant progress toward the central goal of 6,000 new affordable housing opportunities for individuals and families experiencing homelessness.

Under the Community Plan, new housing opportunities include both new housing stock and rental subsidies to assist households in exiting homelessness. This can take the form of new affordable housing development, commitments by property owners of existing housing for use by households exiting homelessness, and new funding streams to increase the community's capacity to subsidize rent payments for extremely low-income individuals and families.

Progress toward this goal is made possible by ongoing coordination of resources, expertise, and political will by city governments, County agencies, the Santa Clara County Housing Authority, community-based organizations, affordable housing developers, private funders, and other partners. Leaders have stepped up across the community with a shared commitment to building strong relationships, actively seeking out opportunities to work together toward common goals and generating a culture of collaboration that defines a growing movement to end homelessness in Santa Clara County.

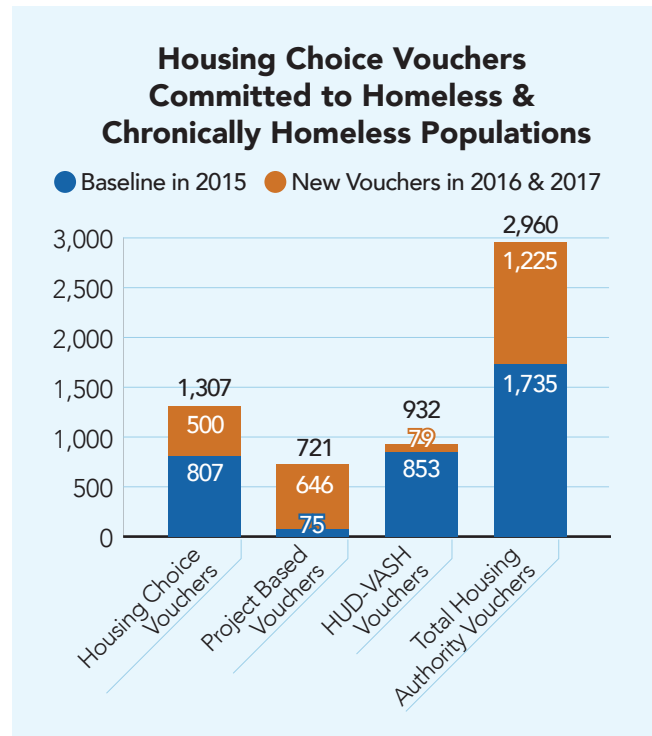
Progress Toward Goal of 6,000 New Housing Opportunities



Santa Clara County Housing Authority Referral Programs

The Santa Clara County Housing Authority is a key partner in achieving the community’s goal. Since 2015, the Housing Authority has dedicated 1,225 additional rental subsidies for households exiting homelessness through its Chronically Homeless Direct Referral Program, which serves individuals and families who have been homeless for a year or more and have a disabling condition (see Appendix A: Defining Homelessness for more information about chronic homelessness).^{xvii}

In 2018, the Housing Authority and the County will launch the Special Needs Direct Referral program to serve individuals and families with medical or behavioral health needs, who may not meet the federal definition of “chronically homeless.” Permanent supportive housing programs use Housing Choice vouchers to subsidize client rent, in combination with case management and supportive services funded through other sources. The Chronically Homeless and Special Needs Direct Referral Programs will provide increased supportive housing opportunities for the county’s most vulnerable individuals and families experiencing homelessness.



^{xvii} The Housing Choice Voucher Program (formerly known as Section 8) provides rental subsidies funded through the U.S. Department of Housing and Urban Development and administered by local housing authorities. Project-based vouchers subsidize rent in specific housing units, while Housing Choice vouchers are allocated to eligible households and can be used in any unit in the community. HUD-VASH vouchers combine HUD rental assistance with case management and medical services provided by the Department of Veterans Affairs.



The Veranda development’s groundbreaking ceremony in Cupertino on April 19, 2018, Photo courtesy of Charities Housing



Rendering of Second Street Studios

Second Street Studios: A First-Rate Collaboration in Building Supportive Housing

“The design is very conducive to meeting people,” said Michael Santero, Director of Asset Management at First Community Housing. “We want the space to be an asset to the client. We’re doing everything we can to keep them housed and engaged in services.”

Drive up South First Street towards downtown San José, and you might mistake the construction for one of many condo complexes springing up across Santa Clara County. In fact, one of the region’s most innovative affordable housing developments is currently underway. Set to be completed in September 2018, Second Street Studios will provide 134 units of permanent supportive housing for some of Santa Clara County’s most vulnerable residents.

Beginning in 2016, the County of Santa Clara Office of Supportive Housing enlisted several key partners, including the City of San José, the Santa Clara County Housing Authority, housing developer First Community Housing, property manager John Stewart Company, and supportive service provider Abode Services, with the goal of pioneering a new model for building permanent supportive housing. Although the partners were not unfamiliar to each other, in past collaborations there had been an uneasy tension between local governments working to create more affordable housing, developers seeking feasible projects, and service providers who serve a high-needs population. The Second Street Studios project challenged these partners to engage and collaborate in new ways.

Strong Commitment Builds Strong Communities

Like any successful partnership, the Second Street Studios project has required significant commitment and buy-in from all involved: the City of San José committed over \$14 million in funding for the project; First Community Housing joined the partnership because it is committed to building high quality housing that meets the needs of the local community; the Santa Clara County Housing Authority will provide rental subsidies for all 134 units, allowing residents to stay as long as they have need; the County Office of Supportive Housing will provide ongoing funding for supportive services for clients; and, finally, Abode Services and the John Stewart Company have committed to locate staff on-site to provide wrap around support to ensure that residents are able to maintain their housing.

Housing First, a Client-Centered Model that Works

At the center of Second Street Studios will be its future tenants — 134 chronically homeless individuals, a vulnerable subset of the homeless population who have a disability and have been living on the streets for a year or more. (See Appendix A for more information about chronic homelessness.) Studies show that stable housing is critical to successful outcomes for chronically homeless individuals, and the Office of Supportive Housing and its Second Street Studios partners have seen first-hand how supportive housing can positively impact clients.

Embracing a Housing First philosophy, which quickly places people in housing and then provides supportive services, Second Street Studios' partners and services are focused on the stability and well-being of each client. From inception, Second Street Studios was envisioned as a safe, nurturing space for residents. The building was designed to minimize isolation while increasing opportunities for positive social interactions. There are shared community spaces, a green terrace for gardening, and a computer lab with free wireless internet. To foster a sense of community, Abode Services, with funding from the County, will offer client-centered programming and services focused on social interactions and celebrating successes. While moving in to permanent housing may be a transition for the new residents, many of whom have lived on the streets for years, the project has been a transformational process for the community and the many partners involved.

“We look at this as a team, and we’re committed to providing an environment that ensures residents are receiving key supportive services,” said Kathleen Kiyabu, Director at John Stewart Companies. “This is hard work, probably the hardest job I’ve ever done. It’s a job that needs to be done, and it’s the right thing to do.”

2016 Measure A Affordable Housing Bond

In November of 2016, Santa Clara County voters approved a \$950 million Affordable Housing Bond. The County of Santa Clara and its partners have moved quickly to utilize the bond funds, which are projected to fund 120 new affordable housing developments over ten years, including 4,800 new units dedicated to extremely low-income households and individuals, families exiting homelessness, and other underserved populations. A first round of funding has been approved for six developments, each of which includes supportive housing units dedicated to households exiting homelessness.



Villas on the Park

Location:

San José

Construction Completion Target:

December 1, 2019

Total Units:

84

PSH Units:

83

Housing Bond Funding:

\$7.2 million

Villas on the Park is a 100 percent permanent supportive housing development consisting of 84 apartments on a 0.355-acre site in downtown San José, under development by Affirmed Housing Group Inc. and People Assisting the Homeless (PATH). PATH will provide on-site supportive services such as outreach and engagement, needs assessment, case management, mental health care, substance abuse treatment, life skills education, community building, eviction prevention, green education, and transportation planning.



The Veranda

Location:

Cupertino

Construction Completion Target:

May 1, 2019

Total Units:

19

PSH Units:

6

Housing Bond Funding:

\$1 million

The Veranda is a 19-unit affordable senior housing development on a vacant 0.57-acre site, located in Cupertino and developed by Charities Housing Development Corporation of Santa Clara County. Six apartments will be reserved as permanent supportive housing units for formerly homeless or special-needs seniors. Catholic Charities will provide a service coordinator for all residents on site, offering a range of supports including referrals and assistance to access community-based services, financial literacy workshops, and organized social activities.



Gateway Senior Apartments

Location:

Gilroy

Construction Completion Target:

November 23, 2019

Total Units:

75

PSH Units:

37

Housing Bond Funding:

\$7.5 million

Gateway Senior Apartments is a 75-unit affordable senior housing complex on a 1.86-acre site, developed by Danco Communities. Half of the apartments will be reserved for special needs seniors and the remaining apartments for income-qualifying seniors. LifeSTEPS will provide a service coordinator, who will offer residents referrals and assistance to access community-based services, financial literacy workshops, and organized social activities.



Leigh Avenue Senior Apartments

Location:

San José

Construction Completion Target:

March 1, 2020

Total Units:

64

PSH Units:

63

Housing Bond Funding:

\$13.5 million

Leigh Avenue Senior Apartments is a 64-unit affordable senior housing complex, developed by First Community Housing. The development is 100 percent supportive housing, with all apartments set aside to serve homeless and special-needs seniors. Christian Church Homes Senior Housing, an organization with over 50 years of experience managing service enriched affordable senior communities, will serve as the resident services provider.



Quetzal Gardens

Location:

San José

Construction Completion Target:

February 1, 2021

Total Units:

71

PSH Units:

24

Housing Bond Funding:

\$9.83 million

Quetzal Gardens is a 71-unit affordable housing development, developed by Resources for Community Development (RCD). Twenty-four of the apartments will be set aside for chronically homeless individuals or families, and the remaining units will be allocated to residents who are considered extremely low income and low income. RCD will take the lead in providing services for the family apartments. The building's service coordinator will offer individualized services to all residents and referrals to local community services.



Crossings on Monterey

Location:

Morgan Hill

Construction Completion Target:

October 31, 2019

Total Units:

39

PSH Units:

20

Housing Bond Funding:

\$5.8 million

The Crossings on Monterey is a three-story affordable housing development consisting of 39 affordable housing units in Morgan Hill being developed by Urban Housing Communities. Approximately 20 apartments will be reserved for chronically homeless and homeless individuals and families. Resident services will be provided by Central Valley Coalition for Affordable Housing, including referrals and assistance to access community-based services.



A case manager from HomeFirst working with a client who has been housed in their program. Photo by Meadow Robinson.


SUPPORTIVE HOUSING INNOVATIONS


The wide range of permanent housing programs that comprise Santa Clara County’s supportive housing system form the core of the community’s strategy to make homelessness rare, brief, and non-recurring. Embracing a Housing First philosophy, the supportive housing system considers every household ready for and deserving of safe and stable housing and is committed to providing the appropriate level of support for each client to achieve that goal.


This section describes some of the community’s most innovative supportive housing initiatives, each of which pushes the boundaries of cross-system collaboration and reimagines the ways local government, nonprofit, and business partners work together to serve the county’s most vulnerable residents.


TOOLS OF THE SUPPORTIVE HOUSING SYSTEM

The supportive housing system relies on three key elements to support participants as they obtain and retain stable housing: affordable housing, case management, and supportive services. Performance measurement is used to evaluate and improve the effectiveness of these tools.

 **Affordable Housing** can take the form of rental subsidies, which cover part or all of a client’s housing costs and may be short-term (1-3 months), medium-term (3-24 months), or long-term (over 2 years) used in physical housing units owned or leased by a housing program, in units that are part of the market-rate housing stock, or in affordable apartments developed and set aside for households exiting homelessness.

 **Case management** involves one or more trained staff members working closely with a client to establish client-driven goals to attain and retain stable housing, including connecting the client to the best resources to help reach those goals.

 **Supportive services** are a diverse array of resources that help clients obtain or maintain permanent housing, including assistance with public benefits applications, medical and behavioral health care, legal services, credit repair, childcare, job training and employment programs, assistance with housing location or rental applications, and help building relationships with landlords.

 **Performance measurement** uses data collected by housing and service providers to evaluate the success of the supportive housing system and to improve outcomes for clients. See Appendix C: Measuring Success for more information about the performance metrics used.



Permanent Supportive Housing

Permanent supportive housing—which provides rental subsidies, medical and behavioral health, and other supportive services—is the most effective strategy for ending homelessness for long-term homeless and disabled individuals and their families. These programs target families and individuals with the highest barriers to finding or retaining housing and the longest time spent homeless. Often these clients are frequent users of County emergency medical, behavioral health services, and justice system services and most will need long-term or permanent support in order to remain stably housed. The County of Santa Clara Office of Supportive Housing partners with the Department of Behavioral Health to ensure that clients in permanent supportive housing have access to essential behavioral health services. The community’s Housing First philosophy prioritizes swift permanent housing placements for these most vulnerable households as a necessary first step to stability.

At the core of Santa Clara County’s permanent supportive housing system is the Care Coordination Project (CCP), a partnership of six permanent supportive housing providers, the County’s Behavioral Health Services Department, and the County’s Office of Supportive Housing. First implemented in 2011, this initiative brought the majority of the community’s permanent supportive housing programs into a collaborative partnership, which agreed to standard data collection, shared performance measures, and a centralized client referral process. As of the end of 2017, Care Coordination Project partners have begun utilizing Continuum, a custom-designed data sharing system that integrates client records from the County’s HealthLink medical services database and the Homeless Management Information System, allowing case managers to better coordinate wraparound services for each client.

With capacity to serve 1,322 households at a given time, representing 46 percent of the community’s permanent supportive housing inventory, the Care Coordination Project continues to operate as a highly coordinated core of the supportive housing system and a model for systemwide performance measurement.

Total Unit Inventory (point-in-time capacity):
2,846 households

Measuring Success^{xviii}

Permanent Housing Retention



(1,205 of 1,343) of clients housed in PSH between July 2011 and the end of 2016^{xix}

Returned to Homelessness Within Two Years

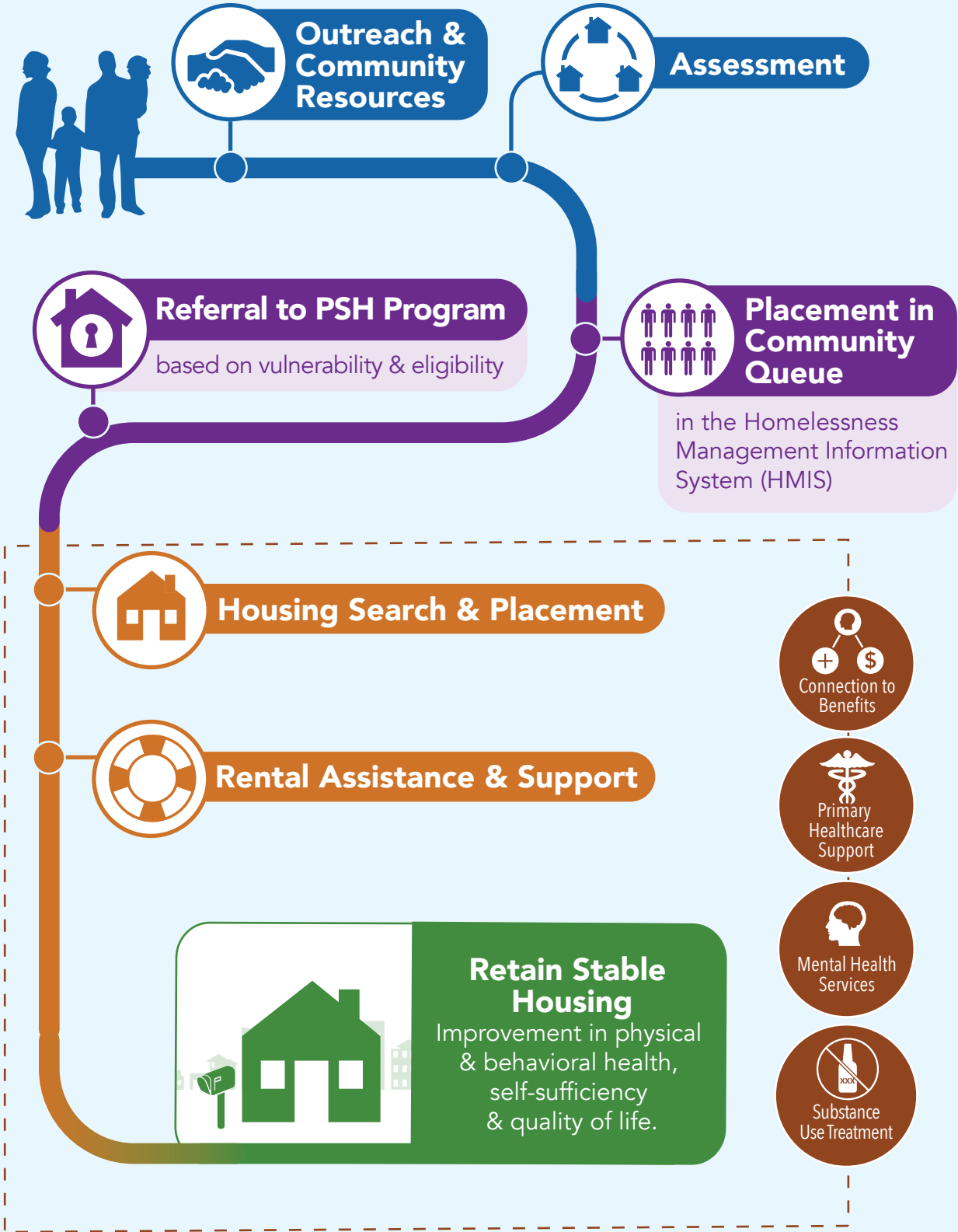


(4 of 65) of clients who exited permanent supportive housing for other permanent housing in 2015

^{xviii} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.

^{xix} The universe for this measure (1,681 clients) includes all clients served in a permanent supportive housing program who were housed at least 12 months prior to the end of 2017. The universe is significantly lower than the total system capacity (2,846 households) because it does not include all clients served.

Permanent Supportive Housing (PSH) System Map





Staff from HomeFirst meeting with a client in their housing program. Photo by Meadow Robinson

The High Cost of Homelessness

The County of Santa Clara Office of Supportive Housing and its many partners have been working diligently to fund and develop permanent supportive housing for the many long-term homeless and disabled residents who need it. However, with limited capacity, these intensive programs must be prioritized for those most vulnerable and with the most severe barriers to housing. This approach also helps to maximize the reach of the County's many other resources often utilized by long-term homeless and disabled individuals, including costly justice system, emergency psychiatric, and medical services.

Home Not Found, a 2015 study on the public cost of homelessness in Santa Clara County, found significant overlap between individuals who have been homeless for a year or more and those who incurred the highest public costs. In particular, public costs related to homelessness

are heavily skewed toward a relatively small number of frequent users of justice system, emergency psychiatric, and medical services. While the average annual cost per person experiencing homelessness in 2012 was \$5,148, individuals with costs in the top 5 percent had average costs of over \$100,000 and accounted for 47 percent of all costs.^{xx}


To address these cost disparities and ensure available resources and services are utilized most efficiently, the County has developed several programs, described in the following pages, that strategically target key populations that, when unhoused, use a disproportionate amount of county services. These programs recognize that stable housing is a vital component of the continuum of care for individuals with complex medical and behavioral health needs and those with significant justice system involvement. In addition, with an approximate cost of \$30,000-35,000 per individual annually, permanent supportive housing for individuals with complex needs results in a significant reduction in the cost of services provided.

^{xx} Economic Roundtable, *Home Not Found: The Cost of Homelessness In Silicon Valley*. 2015. Available at: https://destinationhomesv.org/wp-content/uploads/2015/05/er_homenotfound_report_6.pdf



Valley Medical Center Permanent Supportive Housing - Whole Person Care

The Santa Clara Valley Medical Center (VMC) Supportive Housing Program, is an innovative cross-system collaboration that provides housing, case management, and high-quality health services to medically fragile individuals identified as high utilizers of County emergency health services. The program leverages California's Whole Person Care Program funding for medical care coordination and intensive case management provided by the County of Santa Clara Office of Supportive Housing and nonprofit partner Peninsula Healthcare Connections, as well as County funding to provide rental subsidies through Abode Services.^{xxi} Enrollment began in November of 2017, and will serve 70 clients at full capacity. Seeking to serve the highest utilizers of emergency medical and mental health services, clients must be homeless or at risk of homelessness, disabled, between ages 18 and 65, and eligible for Medi-Cal.



Targeting the highest utilizers with the most acute needs

Potential clients are identified by VMC, which determines the highest utilizers of County emergency medical and psychiatric services, and by the Office of Supportive Housing, who confirms that potential clients are homeless or at risk of homelessness. To locate these individuals, the County has developed a highly-specialized multidisciplinary team including a public health nurse and a doctor to conduct targeted outreach for the program.



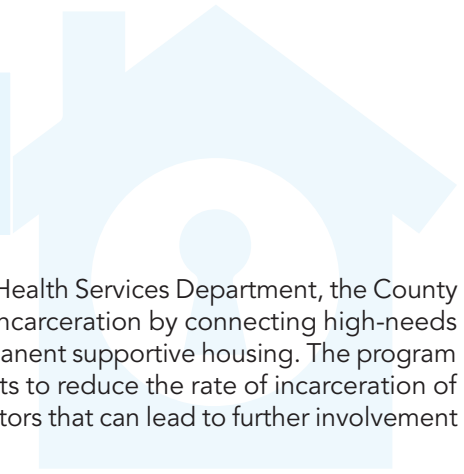
Bringing collaborative, nontraditional services to the highest utilizers

Combining intensive case management with data sharing between partners allows the program to fill in any gaps between service providers, with the goal of improving health outcomes for clients. Currently, VMC has access to the County's Homeless Management Information System (HMIS) to help caseworkers coordinate services. Soon this data sharing capacity will be improved by connecting multiple other County departments' data systems, including Mental Health and Custody Health, which provides mental health and medical services for incarcerated people.

^{xxi} In 2016, the California Department of Health Care Services awarded funding to 18 communities to implement Whole Person Care Pilots, which provide coordinated medical, behavioral health, and other social services to individuals in the Medi-Cal program who are high utilizers of local medical services. Whole Person Care Pilots require collaboration between local government, medical care providers, housing providers, and other stakeholders to coordinate services and offer integrated care.



Permanent Supportive Housing for Public Safety and Justice



Through programming coordinated by the County of Santa Clara Behavioral Health Services Department, the County seeks to interrupt the complex feedback loop between homelessness and incarceration by connecting high-needs incarcerated individuals who would otherwise exit to homelessness with permanent supportive housing. The program employs a range of medical, behavioral health, and housing-related supports to reduce the rate of incarceration of individuals with serious mental illness and to address the social and health factors that can lead to further involvement with the justice system.

Commencing in April 2017, the County of Santa Clara Office of Supportive Housing and Behavioral Health Services Department fund and coordinate the program, which serves 90 individuals with serious mental illness and a history of chronic homelessness who would otherwise exit jail to the streets or emergency shelters. To identify participants, clinicians and staff from several county departments work closely with the local courts to ascertain which individuals may be most in need of mental health and housing services. Community Solutions, a nonprofit housing and service provider, supplies case management services, working with each individual prior to release to develop a plan for connecting to medical, behavioral health, and other services in the community and to secure housing after release. By connecting seriously mentally ill individuals to permanent supportive housing prior to discharge, the program prevents homelessness for individuals with complex health needs. As of December 2017, the program had already enrolled 35 participants, and placed four in stable housing. Additional components of this innovative approach include the following:



Anticipating Risk Factors to End Cycles of Incarceration and Homelessness

By ensuring that multi-disciplinary clinicians have access to and a consistent presence within the local courts, staff are able to observe and identify risk factors that lead individuals to repeat cycles of incarceration and homelessness to better anticipate how and when to intervene.



Coordinating and Prioritizing Interventions for the Most Vulnerable

The program uses evidence-based approaches to coordinate and prioritize participants for permanent supportive housing, by gathering information on individual service utilization and length of time homeless. This ensures that housing and services are connected to individuals most at risk of exiting to homelessness and eventual return to incarceration.



Streamlining Communication to Minimize Gaps in Housing

Through enhanced communication with local courts, case managers are aware of important dates for participants, and are able to arrange a "warm hand-off" where case managers provide transportation to interim housing for newly released participants.



Kenya Rawls and Jorge Garcia Photo By Marianna Moles

CLIENT STORY After Four Years on the Streets, Permanent Supportive Housing Provides Jorge a Home

Whoever visits Jorge at his studio apartment will most likely be introduced to his new friend, a kitten named Buddy, and hear about how much he loves his bathtub. It's no wonder, since for nearly four years Jorge was homeless and alone, working three jobs, without any way to regularly clean up while living in a tent in downtown Palo Alto.

Jorge was homeless until his case manager at Abode Services let him know he would be getting a studio apartment. "I like this place. I wasn't expecting this nice place. I really like the tub," said Jorge, sitting in a rolling office chair in his apartment. He leans back and mentions the medication he's taking, suggesting that he has struggled with severe depression. Without a pause, he goes on to talk about the interview he has on Friday with a restaurant in Willow Glen. He has always made a point to stay employed, working multiple jobs in downtown Palo Alto while he was homeless.

Jorge explains the importance of remaining employed, sharing that it allowed him to save money while homeless, so he could buy a tent. Unfortunately, it was one of eight tents he obtained that year because they kept getting stolen. Going to and from work, he would sneak around so he wouldn't be spotted by anyone, often waiting hours before returning to his tent hidden among the bushes. Sometimes when he got back, he'd find everything was gone.

He is no stranger to having his belongings disappear. In fact, the first time it happened was five years ago, when he became homeless at 26 years old. He returned home to the room he was renting for \$800 a month, and he couldn't unlock the door. His landlord had changed the locks and everything he owned was inside. He says that a few days prior the landlord mentioned she was raising the rent \$200 a month, and Jorge told her he couldn't afford the rent increase. After that, Jorge struggled to find a place he could afford, and when he could no longer

stay in the basement of the hookah lounge where he was working, he found himself with nowhere to go but the streets.

Jorge is one of thousands of people who have entered the Coordinated Assessment System, taking a brief survey to assess their immediate needs and prioritize them on a list for housing referrals. Jorge received a referral to a permanent supportive housing program funded by the County and operated by Abode Services.

Now that he is settled in his new home, he recalls the only thing he wanted to do when he moved into his apartment was sleep. "I hear that from a lot of people," said Kenya Rawls, Housing Services Coordinator with Abode Services. She's working with Jorge now that he's housed. She looks at him and says, "You've come so far. I am so proud of you." Jorge smiles and scratches Buddy behind the ears.



Project Welcome Home

Project Welcome Home is a permanent supportive housing program designed to serve individuals with experience of long-term homelessness who are also among the highest utilizers of emergency medical and psychiatric services in the county. The County of Santa Clara Office of Supportive Housing refers clients to the program by using linked medical and homeless services data to identify clients with long-term homelessness and high rates of hospitalization, emergency department visits, or use of emergency psychiatric services. Clients that are able to remain stably housed through Project Welcome Home’s intensive supportive services show dramatically reduced utilization of the County’s safety-net services.

Project Welcome Home is the first permanent supportive housing program in California to operate under a Pay For Success model. It received \$6.9 million in up-front investments from private funders, including The Sobrato Foundation, The California Endowment, The Health Trust, The Reinvestment Fund, Corporation for Supportive Housing, The James Irvine Fund, Google.org, the Laura and John Arnold Foundation, and Abode Services.^{xxii} As the primary government sponsor, the County of Santa Clara repays those investments as the program demonstrates success by housing and improving the lives of the clients it serves. This innovative funding model ensures that program outcomes are closely tracked and that public funds are only expended when the program fulfills its purpose to stably house the County’s highest utilizers.

Enrollment in the program began in May of 2015, and the total capacity will increase from 112 to 145 individuals in 2018. This program’s ground-breaking approach to permanent supportive housing is evident in the following transformative strategies:



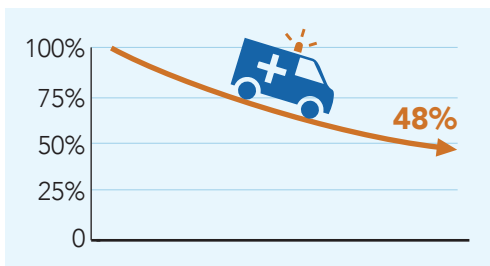
Setting the Standard in Cross-System Data Sharing

Continuum, the data platform that integrates the County’s medical and behavioral health records with Homeless Management Information System data, was initially implemented as a tool for Project Welcome Home to identify the highest utilizers of crisis medical services with experience of long-term homelessness. Lessons learned through its implementation have laid the foundation for integration and alignment of data between other County, city, and nonprofit partners.



Offering intensive wraparound supports in an evidence-based treatment model

Abode Services employs an Assertive Community Treatment model, supporting clients with an inter-disciplinary team to offer housing case management, clinical psychiatric services, and counseling services, including alcohol and substance use counseling. Rather than connect clients to essential behavioral health supports through referrals and community-based services, the Project Welcome Home team provides those supports directly in a coordinated and highly responsive manner.



48%

Reduction in Emergency Medical Services Usage

by Tenants Housed > 12 months

^{xxii} Funding from Abode Services was in the form of \$500,000 in deferred fees for services provided as the primary rental assistance administrator and Assertive Community Treatment provider.



Onizuka Crossing. Photo by Bruce Damonte courtesy of MidPen Housing.



Rapid Rehousing

Rapid rehousing is an evidence-based supportive housing strategy that quickly moves families and individuals who are experiencing homelessness into permanent housing and provides a time-limited rental subsidy and supportive services to obtain and maintain stable housing. This intervention is designed to support families and individuals experiencing episodic, rather than long-term, homelessness. Program staff help each household locate and secure an apartment, and clients typically receive 6 to 24 months of rental subsidy. During this time, clients have access to case management and supportive services, such as employment and training opportunities and childcare, aimed at increasing their income and addressing other barriers to housing stability. Rapid rehousing programs have regular client turnover, meaning that, as one household exits a program, funding can be redirected to help a new household entering the program.

While rapid rehousing offers a promising path to housing stability for large numbers of individuals and families, regional housing market and economic conditions make rapid rehousing program design and implementation challenging in Santa Clara County. For rapid rehousing clients, obtaining living-wage employment and finding an affordable apartment can make the difference between long-term housing stability and a continued risk of homelessness. Over the past six years, the County of Santa Clara has led an effort to increase rapid rehousing capacity and to improve outcomes for rapid rehousing clients through community standards for program design, training for program staff, targeted living-wage employment strategies, and County leadership in affordable housing development.

Total Unit Inventory (point-in-time capacity):
619 households

Measuring Success^{xxiii}

Obtained Permanent Housing



(884 of 1,232) of clients who exited rapid rehousing programs in 2017

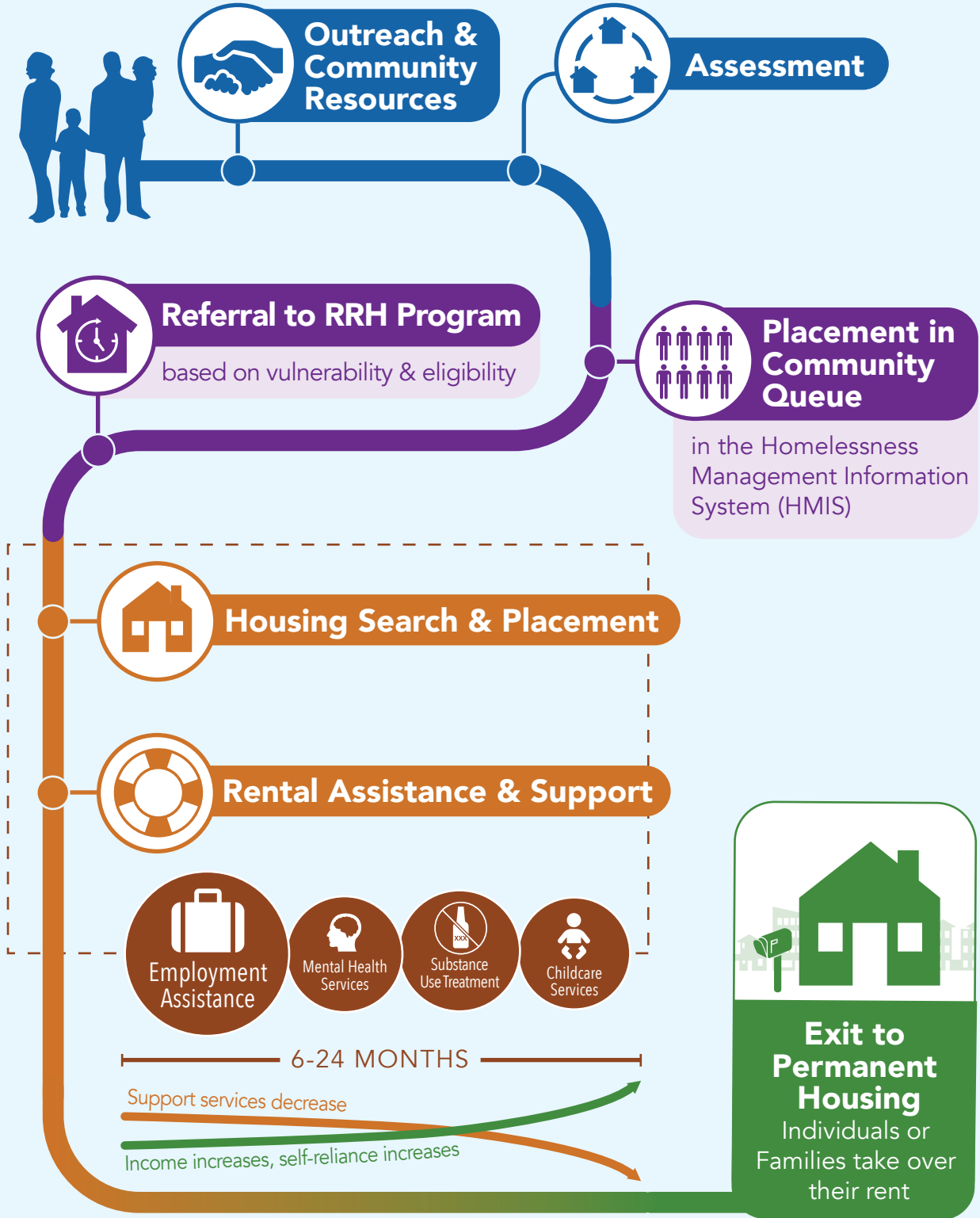
Returned to Homelessness Within Two Years



(46 of 406) of clients who were in permanent housing when they exited rapid rehousing in 2015

^{xxiii} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.

Rapid Rehousing (RRH) System Map





Rapid Rehousing for Public Safety and Justice

In partnership with the County of Santa Clara Office of Reentry Services, the County of Santa Clara Office of Supportive Housing offers a rapid rehousing program to address a significant risk factor for long-term homelessness in Santa Clara County by providing much needed linkages to housing and case management for persons experiencing homelessness who are reentering society after involvement with the criminal justice system. The program has provided housing search assistance, case management, and time-limited rental subsidies to incarcerated and recently released individuals for the past six years, and in 2017 the program has seen significant expansion and enhanced interagency coordination and collaboration.

Initially implemented in 2012 with capacity to serve 25 clients, the program currently leverages \$3.3 million in annual state and federal funding to serve up to 190 clients at a time. The County of Santa Clara Office of Reentry Services dedicates California Assembly Bill 109 (AB 109) funds to the program, which are supplemented by federal and state funding provided to the Office of Supportive Housing. Participants can access the program through the County's Reentry Resource Center, which acts as a coordinated service hub for formerly incarcerated residents. Multiple County departments and non-profit partners locate staff at the Reentry Resource Center to offer on-site counseling, public benefits application assistance, peer mentoring, medical care, health, housing, and other referrals, and a range of other resources in a one-stop-shop model. If a Reentry Resource Center client indicates housing is a need, the client receives an assessment of vulnerability and is prioritized for housing via the Coordinated Assessment System.

The program leverages collaboration across behavioral health, supportive housing, and criminal justice systems to reduce both homelessness and recidivism among prior serious offenders through the following strategies:



Ending Cycles of Homelessness and Criminal Justice Involvement

The program employs federal and state funding, to break the connection between homelessness and criminal justice involvement, whereby homelessness itself can lead to incarceration and criminal justice involvement can make it more difficult to obtain housing.



Employing Collaborative, One-Stop-Shop Program Design

The County of Santa Clara Offices of Reentry Services and Supportive Housing, in close collaboration with Abode Services, have designed the program to be client-centered, ensuring a clear path from housing needs assessment to connection to housing. By concentrating resources and case management services into one convenient location, the collaboration is maximized to best meet the housing needs of the Reentry participant.



Prioritizing Employment Partnerships

The program connects reentry clients with employment through partnerships with employment programs and referrals to the Destination: Work employment initiative, supporting participants to maintain housing stability and participate fully as members of the community.



Bringing Families Home

A common challenge among families involved in the child welfare system is the issue of housing instability. To be considered for family reunification, parents must be able to provide a safe and stable, though not necessarily long-term or permanent, living environment for the child. Temporary living arrangements, such as emergency shelters, transitional housing, and staying with friends and family, often cannot provide the type of stability that the child welfare system requires. This instability has been shown to cause stress within families, which can persist for at least six months following reunification, and can increase the risk factors resulting in reentry to the child welfare system.

In Santa Clara County, the Bringing Families Home program, a partnership between the Office of Supportive Housing and the Department of Family and Children Services, addresses these risk factors by providing stable housing to promote family reunification. Funded through a state legislative initiative targeted to families with connections to child welfare, the program provides rapid rehousing, including a rental subsidy and housing location services, to families at any point in the reunification process. This includes families with a child currently placed out of the home or families who have recently reunified who may be precariously housed, to assist them in achieving housing stability faster, exiting the child welfare system more quickly, and preventing re-entry.

After beginning enrollment in January 2018, the program will serve 46 families by July 2019. Families are referred to the program through the Coordinated Assessment System, which flags potentially eligible families that are currently experiencing homelessness or are at imminent risk of becoming homeless. After families are identified, the Department of Family and Children Services confirms that the family has a connection to the child welfare system, and a referral is made. Housing navigators from Abode Services work with the families to find housing, while Family and Children Services social workers continue to provide services, working in tandem to support families in their housing stability and reunification efforts. The program leverages the following innovations to aid its goal of providing stability to homeless families seeking reunification:



Enhancing Inter-Departmental Collaboration

County Office of Supportive Housing and Department of Families and Children Services staff work together to better coordinate services to families, respecting the unique roles each has to play in the success of the families' goals for reunification.



Addressing Causes of Instability with Wraparound Support

Abode Services provides wraparound support to families to address the causes of housing instability, including childcare, transportation, counseling, referral to financial and credit counseling, legal services, and developing individualized housing plans to guide families to permanent housing stability.



Delinking Housing Instability and Family Separation

By ensuring families have a safe, stable place to reunify, the Bringing Families Home program disrupts the cycle of housing instability that heightens the risk that children will experience homelessness in the future.



Rapid Rehousing for School-Age Children

According to the 2017 Homeless Census and Survey, 72 percent of families with children experiencing homelessness in Santa Clara County were residing in shelters or transitional housing programs. This is a significant decrease since 2013 when 95 percent of families experiencing homelessness in Santa Clara County were sheltered. Often, families that do not access shelters or other typical entry points for the County's supportive housing system, can be more challenging to engage, and risk falling through the cracks.

To reach these families, the Office of Supportive Housing has developed a rapid rehousing program targeting families with school-aged children who are not accessing the system through traditional access points, such as shelters or other community services. For this program, the County partners with the Bill Wilson Center and local school districts' McKinney-Vento Homeless Education liaisons to identify families experiencing homelessness. Eligible families with school-age children are referred to the program, which can serve 60 families annually, via the Coordinated Assessment System. Innovative approaches utilized by the program include:



Meeting Families Where They Are

To expand access to the program, the County is working to provide training to school liaisons and staff to administer the VI-SPDAT, a vulnerability assessment used by all homeless service providers across the county. Once the assessment is done, school staff can then connect families directly to the Coordinated Assessment System, providing a convenient and trusted access point to the community's supportive housing resources.



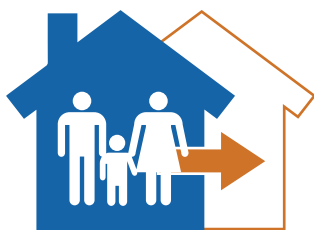
Forging New Partnerships to Better Serve Children and Families

To support clients in the program, the County of Santa Clara Office of Supportive Housing initiated several new partnerships, including with: local school districts; the federal Head Start program, which provides free preschool for low-income county residents and prioritizes services for homeless families; First 5 Santa Clara County, which operates and funds early childhood development programs for children up to 5 years of age; and Kids Connections, which offers access to developmental screening and early intervention services.



Creating Opportunities for Innovation

The three-year program, which started accepting referrals at the end of 2017, is funded solely by County general funds, which allows the flexibility to try new approaches, test alternative outreach strategies, and learn what works to better serve families with school-aged children in Santa Clara County.



72% of families with children experiencing homelessness in Santa Clara County were residing in shelters or transitional housing programs



Amanda & Daniel. Photo by Crystal Pretel-Ritter.

CLIENT STORY Rapid Rehousing—and Hard Work—Helps A Family Buy Their “Forever Home”

“Regardless of the situation, this roof is the most important thing in the world,” said Amanda, stretching her arms out, as she sits in her new home in Manteca, California, which she and her fiancé Daniel recently purchased. “I don’t care if we don’t have anything in this home...this roof is all that matters.”

Amanda, Daniel, and their four children, all under the age of 10, know the value of having a stable home after becoming homeless for nine months when a string of events led them to leave their home of four years in San Jose’s Willow Glenn neighborhood. They bounced between family and friends’ homes until they were accepted at Family Supportive Housing’s shelter, where they took budgeting classes and developed a plan to purchase a home within five years. They hit the

ground running, all while caring for four kids, and met their goal in just three years.

Abode Services worked with Amanda and Daniel through their rapid rehousing program to secure an apartment with a new landlord who was flexible with the family’s needs. Until they successfully took over the rent, Abode provided financial assistance to cover the deposit, a rental subsidy for the first three months, and nine months of continued support. This financial support helped create a stable environment which allowed them to continue working toward their plans to purchase their own home.

Amanda and Daniel worked with numerous other organizations, including: Employment Connection and CalWORKS, which helped

Amanda search for jobs and tweak her resume; Downtown Streets Team helped gather home essentials for their first apartment; and Catholic Charities assisted with professional attire. Within three months, Amanda secured fulltime work with an accounting firm, where she continues to work today.

In one year, they turned around their bad credit and were approved for a first-time home loan. While their new life will be built in the Central Valley, their path to housing stability began in Silicon Valley. “Life was not meant to be lived alone,” said Amanda. “Knowing the significance of our forever home is power and motivation to keep us putting one foot in front of the other every single day!”



Rapid Rehousing for Survivors of Domestic Violence, Sexual Assault, and Human Trafficking

Homelessness itself can be traumatic for individuals and families, and often those experiencing homelessness have coped with other traumatic events in their lives. National studies show that 80 percent of women with children experiencing homelessness have also experienced domestic violence, and one in five of all homeless women report that domestic violence was the immediate cause of their homelessness.^{xxiv xxv}

In many communities, service providers working with survivors operate independent of the supportive housing system; however, since 2015, the County of Santa Clara Office of Supportive Housing, YWCA of Silicon Valley, The Health Trust, and the City of San José have partnered to develop several rapid rehousing programs to support survivors of domestic violence, sexual assault, and human trafficking who are experiencing homelessness. These programs serve individuals and families coming from the streets, emergency shelters, or directly fleeing domestic violence, and bring together the expertise of domestic violence service providers with evidence-based supportive housing strategies.

The YWCA-SV works with survivors to locate safe and secure housing options, and the programs currently have the capacity to serve 77 households at a time, receiving referrals through a confidential process within the Coordinated Assessment System. The County and the City of San José provide local funding for the programs, which is combined with federal dollars. The programs utilize the following evidence-based and effective strategies:



Providing Client-Centered, Trauma-Informed Services

YWCA provides trauma-informed and client-driven services to promote healing and empowerment. Initial support is intensive and focused on collaborating with the client to create a housing retention plan and address barriers to attaining housing.

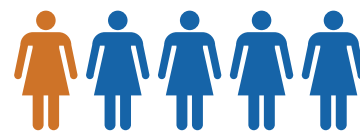


Ensuring Ongoing and Individualized Support

Once housed, clients continue to receive the wraparound support necessary to maintain housing, including regular case management meetings, counseling, childcare, connections to benefit programs, education and employment opportunities, and access to legal services.



80%
of women with
children experiencing
homelessness
have also experienced
domestic violence



1 in 5 of all homeless
women report that
domestic violence was the
immediate cause of their
homelessness.

^{xxiv} Aratani, Y. (2009). Homeless Children and Youth, Causes and Consequences. New York, NY: National Center for Children in Poverty. Available at: http://www.nccp.org/publications/pdf/text_888.pdf

^{xxv} Wilder Research Center (2004). Homeless in Minnesota, 2003, 22; Center for Impact Research (2004). Pathways to and from Homelessness: Women and Children in Chicago Shelters, 3; National Center for Homelessness & Health Care for the Homeless Clinicians' Network (2003). Social Supports for Homeless Mothers, 14, 26; Inst. for Children & Poverty (2004). The Hidden Migration: Why New York City Shelters are Overflowing with Families; Homes for the Homeless and Institute for Children & Poverty (1998). Ten Cities 1997-1998: A Snapshot of Family Homelessness Across America, 3.



Destination: Work

For many individuals and families experiencing homelessness, one or even multiple low- or minimum-wage jobs is simply not sufficient to cover housing costs and other basic necessities in Santa Clara County. Employment that provides a living wage can be the key to long-term housing stability, particularly for families receiving time-limited rental subsidies in rapid rehousing programs.

The new “Destination: Work” employment initiative, coordinated by Destination: Home and the County of Santa Clara Office of Supportive Housing, aims to provide opportunities for living-wage employment for individuals and families experiencing homelessness. Through partnerships with programs offering job training, professional certifications, and paid work experience in high-growth industries, Destination: Work supports each client to identify pathways to increasing income and long-term career opportunities.

Destination: Work forges new and more meaningful collaboration between employment and supportive housing programs that prioritize client-led problem solving and continual improvement in system design. Key strategies of this collaborative approach include the following:

Maximizing Impact by Tracking Outcomes

Destination: Work partner organizations use standard outcome measures and a shared data system to evaluate the initiative’s impact and to inform strategic decisions about how it is implemented. Key metrics include rates of job placement and retention, attainment of living wage, and transition into self-sufficiency by program participants.

Deepening Partnerships with Employment Partners

Employment partners and rapid rehousing case managers attend bimonthly meetings to discuss housing and employment opportunities, strategies, and outcomes. Meeting regularly and in person allows Destination: Work partners to operate as a cross-system service team to coordinate resources and address barriers to employment and housing for individual clients.

As of the end of 2017, Destination: Work served 44 individuals:



39 completed an employment training program



24 obtained full-time employment

Health Care Employment Partners^{xxvi}

- LeadersUp
- Silicon Valley Children’s Fund/Teen Force

Building & Construction Trades Employment Partners

- Building Trades Council
- Goodwill of Silicon Valley
- Working Partnerships

Advanced Manufacturing Employment Partners

- Work2Future

Technology & Professional Employment Partners

- Center for Employment Training
- REDF

^{xxvi} All partners are listed alphabetically.



CRISIS RESPONSE SYSTEM

While supportive housing programs—and building more units to increase the system’s capacity—are central to the community’s mission to end homelessness, the reality remains that individuals currently experiencing homelessness need programs and services that address their immediate needs. The supportive housing system includes a range of crisis response strategies, which help to identify and engage with at-risk or homeless households, prevent homelessness before it begins whenever possible, and provide shelter and other basic needs to individuals and families experiencing homelessness. For many households, these programs are the first step back to stable housing, and each component of this housing crisis response system works in alignment with the community’s supportive housing programs and other permanent housing resources to help clients achieve long-term housing stability.



Homelessness Prevention System Pilot

Under the leadership and coordination of Destination: Home, the Homelessness Prevention System pilot re-envisioned the community's approach to preventing homelessness. With a combined \$4.2 million dollars from public and private sources, this 27-month pilot program streamlines access to essential resources for families in crisis, targets resources to those most at risk of homelessness, and uses data to measure the collective impact of the prevention system.

The Emergency Assistance Network, a group of seven nonprofit organizations based in different areas of the county, has long been the community's primary provider of homelessness prevention services. In contrast with most existing funding sources for prevention, this pilot funding allows the Emergency Assistance Network agencies to provide more than one-time financial assistance, so that case managers can work with clients to identify and resolve immediate crises, including financial, legal, and other service needs. Financial support can be targeted to the needs of each household, ranging from one-time moving costs to multiple months of back-rent or rental assistance. Case managers continue to check in with each household after assistance has been provided to identify ongoing challenges and ensure long-term housing stability. This flexibility allows the agencies to provide the assistance needed to keep families and individuals from entering the homeless system. Since the program started, the average cost of financial assistance provided was \$2,913 per household, significantly less costly to the County than an extended shelter or transitional housing stay.

The agencies participating in the Homelessness Prevention System pilot use a standard assessment tool to target resources to households with the highest risk of homelessness. The use of a single intake assessment allows the system to better identify which households are most likely to experience homelessness, and to prevent it. As a coordinated system with standardized data collection requirements, the Homelessness Prevention System pilot will provide a rich source of information about the nature of housing crises in Santa Clara County and which tools are most effective at permanently stabilizing housing for at-risk families.

The seven agencies began serving families at risk of homelessness under the Homelessness Prevention System pilot in July 2017. In the first six months of the pilot, 30 households received prevention services.



87 percent of families and individuals served (26 of 30) remained housed while receiving homelessness prevention services



90 percent of families and individuals served (9 of 10) were stably housed when they stopped receiving homelessness prevention services

Funding Partners^{xxvii}

- City of Morgan Hill
- City of San José
- City of Santa Clara
- County of Santa Clara
- The David and Lucile Packard Foundation
- Google.org
- Sunlight Giving

Coordinating Partners

- County of Santa Clara Office of Supportive Housing
- Destination: Home
- Sacred Heart Community Services

Legal Services Partner

- Law Foundation of Silicon Valley

Emergency Assistance Network Partners

- Community Services Agency of Mountain View & Los Altos
- LifeMoves
- Sacred Heart Community Services
- Salvation Army
- St. Joseph's Family Center
- Sunnyvale Community Services
- West Valley Community Services

^{xxvii} All partners are listed alphabetically.

Outreach

During the 2017 Homeless Census and Survey, 5,448 people were unsheltered in Santa Clara County. Street outreach teams provide essential resources, information, and service connections for this population and are often the only contact some have with the broader system of care. For individuals experiencing homelessness who are unsheltered, contacts with outreach teams are an essential first step to connecting with housing resources. Outreach by multiple service providers covers the entire geographic area of Santa Clara County,



A member of PATH's outreach team in San Jose. Photo by Jeff Bomberger.

including targeted outreach to veterans, youth, LGBTQ+ populations, and households living in encampments. In addition, the Santa Clara Valley Health and Hospital System's Valley Homeless Healthcare Program brings healthcare services directly to people living outside.

Coordinated Assessment System

The Coordinated Assessment System, administered by the County of Santa Clara Office of Supportive Housing, is a streamlined system for matching the community's most vulnerable households to the appropriate housing resources. In Santa Clara County, Coordinated Assessment operates with a "no wrong door" access model, so that a household presenting at any access point across the county will receive the same brief assessment, the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT), to determine their relative vulnerability and priority for the community's supportive housing. Access points for Coordinated Assessment include street outreach teams, emergency shelters, County benefits offices, drop-in and community centers, the County's Reentry Resource Center, community medical clinics, and many other community resources.

Once an individual or family has been assessed, they are placed on a single community queue in the County's Homelessness Management Information System.

Coordinated Assessment staff use this database to identify the most vulnerable individuals and families for referral to supportive housing, as vacancies become available. Because the Coordinated Assessment System is informed of all vacancies in participating housing programs, it is able to connect assessed households to a countywide inventory of supportive housing, prioritizing people with the most need first.

Based on VI-SPDAT score, each household is prioritized for either permanent supportive housing, rapid rehousing, or referral to other resources such as emergency shelters, legal aid, government benefits, or employment programs.^{xxviii} When a vacancy occurs in a participating housing program, the Coordinated Assessment System refers the household with the highest assessed vulnerability who is prioritized for that program type. Once a household is contacted and accepts the offered vacancy, the supportive housing program begins working with their new client to find housing.



^{xxviii} Beginning in 2018, some households will be prioritized for transitional housing vacancies.

Client Engagement Team

The goal of Coordinated Assessment is to connect the community's most vulnerable individuals and families to case management and other housing-focused services as quickly as possible. In 2017, housing providers and the County of Santa Clara Office of Supportive Housing identified one of the primary challenges in the housing process was locating clients to offer them referrals to programs.

To reach and house clients more swiftly, the Office of Supportive Housing committed its Client Engagement Team, an outreach team with expertise in locating and building relationships with individuals experiencing homelessness, to take on this role. Under this novel approach, the Client Engagement Team mobilizes immediately to make contact with households as they are referred through Coordinated Assessment, to explain the available housing opportunity and help put them in contact with the supportive housing program. To further streamline the Coordinated Assessment System, the County's Client Engagement Team ensures that households meet all eligibility criteria before they attempt to enroll in a housing program.

By centralizing the process of client location and verifying eligibility for the majority of individuals and families referred through Coordinated Assessment, the Client Engagement Team increases the efficiency of supportive housing referrals throughout the county and connects hard-to-reach individuals with scarce housing resources.



Michael - Rambo - Renteria. Photo By Marianna Moles.

CLIENT STORY

Street Outreach Saved Rambo's Life

Rambo — a nickname Mike earned for wearing camo and a bandana around his head while he was homeless on and off for over 30 years — is relieved to be housed. “I wanted to be a normal, responsible person. I was counting the weeks to get housed,” he said recently.

Prior to being housed last year, Rambo could be found sleeping underneath a tarp in Saint James Park in downtown San José, wearing all five of his coats so they would not be stolen. For most of his life, Rambo has battled addictions and mental illness, suffered from severe hearing impairment since he was a baby, and often felt that people would give up on him. With assistance from the Office of Supportive Housing and its partners, he got sober in February of 2017 and moved into his current apartment in July of that year with help from a rental subsidy funded by the County. On his first night in his new home, he enjoyed a three-hour long bath, and cooking “meals that really fill me up, like soup,” he said, has become one of his favorite pastimes.

Finding the normalcy Rambo had long desired is the result of a collaborative effort, one that exemplifies the individualized approach clients need to stay successfully housed. Years of consistent street outreach also played a key role in getting Rambo off the streets and into permanent housing. Aiko, the case manager at PATH who reached out to Rambo in October of 2015 can attest to that. To more easily communicate with him, she wrote down her questions and was diligent about making sure he kept important appointments by texting him, rather than calling. Many other organizations have worked with Rambo to help him navigate the judicial system, find counseling services, obtain a reliable phone, and get hearing aids through Medi-Cal.

His current case manager at The Health Trust reports that the supportive services Rambo receives are essential to him successfully staying housed. Rambo said, “I may be 62 and a half, but I want to be able to enjoy the rest of my life. I feel good, like a normal human being. Got back on my own two feet. I'm happy.”



Mountain View Studios
1581 El Camino Real

1585 Studios. Photo by Bernard Andre.



Emergency Shelter

Emergency shelters play an essential role in the supportive housing system. Of 7,394 people experiencing homelessness on the night of the January 2017 Homeless Census and Survey, 1,140 spent the night protected from the elements in a bed provided by a shelter program.

Santa Clara County's emergency shelters follow diverse program models, but most provide more than just a place to sleep. When available, on-site services such as showers, laundry, and meals support the health and well-being of shelter guests. Some emergency shelters are able to offer case management services, connecting guests to healthcare, benefits advocacy, employment programs, or other supportive services in the community. All emergency shelters act as access points for the Coordinated Assessment System, administering the standard assessment used to prioritize households for the community's permanent and transitional housing opportunities. For families and individuals experiencing homelessness, emergency shelter is often the first step in a path to stable housing.

Emergency Shelter Unit Inventory (point-in-time capacity):

1,146 households
1,400 people

Measuring Success^{xxix}

Obtained Permanent Housing



(693 of 3,631) of clients who exited emergency shelter in 2017

Returned to Homelessness Within Two Years



(133 of 678) of clients who exited emergency shelter for permanent housing in 2015

^{xxix} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.



Expansion of the Cold Weather Shelter Program

During the winter months, the County of Santa Clara opens additional emergency shelters in the community to provide increased capacity and allow more of the county's unsheltered population to come indoors during cold and inclement weather. In 2017, the County took steps to significantly expand the Cold Weather Shelter Program. Historically operating from the first Monday after Thanksgiving through the end of March, the Cold Weather Shelter Program now runs from mid-October through mid-April, offering shelter during some of the county's wettest and coldest months. Bed capacity also increased during 2017, with increased funding allowing the North County Winter Shelter in Sunnyvale to welcome 15 additional individuals each night. The County Office of Supportive Housing partnered with the City of Mountain View, Hope's Corner, and the Trinity United Methodist Church to open a new Cold Weather Shelter location in Mountain View. The Trinity United Methodist Church Winter Shelter will provide warm beds for up to 50 individuals each night during cold weather months and is the city's first emergency shelter program for residents experiencing homelessness.

HomeFirst operates four Cold Weather Shelter Program locations, including the Gilroy Winter Shelter at the National Guard Armory; the North County Winter Shelter in Sunnyvale; the Boccardo Reception Center in San Jose; and the Trinity United Methodist Church Winter Shelter in Mountain View. St. Joseph's Family Center operates the Ochoa Winter Family Shelter in Gilroy.



LGBTQ-Focused Emergency Shelter

Twenty-nine percent of individuals interviewed during the 2017 Homeless Census and Survey self-identified as LGBTQ, mirroring a national trend of overrepresentation of LGBTQ individuals in the homeless population. In 2017, the County of Santa Clara Office of Supportive Housing and Office of LGBTQ Affairs began conducting outreach and gathering information to support the design of an emergency shelter program focused on LGBTQ-identified residents experiencing homelessness. In January of 2018, the County of Santa Clara Board of Supervisors directed the Office of Supportive Housing to begin work to open the county's first LGBTQ-focused emergency shelter. The new shelter is expected to open in 2018.



Transitional Housing

Transitional housing programs provide time-limited housing for individuals and families experiencing homelessness and can fill specific gaps in a comprehensive supportive housing system. For some experiencing homelessness, longer-term transitional housing (up to 24 months) can offer a uniquely supportive environment. For example, youth who are pregnant or parenting may elect to enroll in a transitional housing program that provides a built-in social network and parenting supports, while individuals or families fleeing domestic violence or sexual assault may seek out the security of housing with on-site services and trauma-informed programming. Typically, transitional housing clients receive housing assistance in an apartment owned or leased by the program, and, when assistance ends, the individual or family moves out of the program's housing. During their stay in the program, clients have access to services designed to address barriers to housing, including counseling, financial management training, job and housing search assistance, and connections to medical and behavioral health care.

In Santa Clara County's competitive rental market, a housing search for a client who is already enrolled in a permanent housing program can take weeks or months. When designed around shorter one- to three-month stays, transitional or interim housing programs offer stability while supporting the client in an active search for permanent housing. Regardless of program design, a primary goal of transitional housing is to support clients in their transition into safe and stable permanent housing.

Integrating Transitional Housing into Coordinated Assessment

In 2017, the County of Santa Clara Office of Supportive Housing worked closely with transitional housing providers for youth and veterans to integrate these housing resources into the Coordinated Assessment System. Through a collaborative process including the

Department of Veterans Affairs, LifeMoves, HomeFirst, the Homeless Veterans Emergency Housing Facility, and Bill Wilson Center, the Office of Supportive Housing adopted policies for transitional housing referrals from Coordinated Assessment to be implemented in 2018.

Total Unit Inventory (point-in-time capacity):

610 households

1,026 people

Measuring Success^{xxx}

Obtained Permanent Housing



(602 of 1,098) of clients who exited transitional housing in 2017

Returned to Homelessness

Within Two Years



(94 of 482) of clients who exited transitional housing for permanent housing in 2015

^{xxx} The Santa Clara County supportive housing system evaluates the overall success and impact of the system using data entered by supportive housing and shelter providers into the Homeless Management Information System. These performance measures are based on the national standards for performance measurement developed by the U.S. Department of Housing and Urban Development. For more information about the performance measures in this report, see Appendix C: Measuring Success.

CONCLUSION

In Santa Clara County, a booming economy and high median income contrast starkly with one of the nation's largest populations of people experiencing homelessness. In 2017, nearly 7,400 individuals were living on the streets, in shelters or transitional housing across the county. For many more low-income households, Santa Clara County's high cost of housing and lack of living wage employment opportunities put stable and affordable housing out of reach.

The Santa Clara County supportive housing system provides shelter, supportive housing, and homelessness prevention services in furtherance of the goal of making homelessness rare, brief, and non-recurring. However, the need for affordable housing and services in Santa Clara County far exceeds current capacity.

In 2015, major stakeholders of the county's supportive housing system established the Santa Clara County Community Plan to End Homelessness, a roadmap to increasing resources and ending homelessness through innovative strategies. Since implementation began in

2015, the County of Santa Clara has made substantial progress, working toward the goal of 6,000 new affordable housing opportunities for individuals and families experiencing homelessness.

The number of people housed each year has increased since 2015. The efforts of the County and its partners have been particularly successful at addressing chronic homelessness and veteran homelessness, two areas in which they have focused resources in recent years. The increased funding and support for Permanent Supportive Housing for people experiencing chronic homelessness lead to an 18 percent reduction in this population from 2011 to 2017. The focus on ending veterans homelessness has resulted in housing 990 veterans since November 2015.

Though the road to ending homelessness presents numerous challenges, the County of Santa Clara and its many partners are committed to ensuring safe and affordable housing for every household experiencing or at risk of homelessness.

Appendix A: Defining Homelessness

Homelessness and housing instability take many forms, and these challenges affect individuals and families with a diversity of life experiences. To understand the scope of the community's need and to develop the right systemic responses, it is necessary to rely on clear definitions of "homelessness." This report primarily uses the following components of the definition of homelessness developed by the U.S. Department of Housing and Urban Development (HUD) for its Continuum of Care and Emergency Solutions Grants housing programs.^{xxxii} Under this definition, a household who falls into any one of the following criteria is considered homeless:

- I. An individual or family who lack a fixed, regular, and adequate nighttime residence, including households living outside, in cars, emergency shelters, transitional housing, and some short institutional stays;
- II. An individual or family who will imminently lose their primary nighttime residence; or
- III. An individual or family who is fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

This report also references the definition of homelessness used by the County Office of Education and the public school system. This definition includes a household that lacks a fixed, regular, and adequate nighttime residence, children under 18 waiting for foster care placement, and individuals and families who are living "doubled up" or in hotels.^{xxxiii}

Chronic Homelessness

HUD has defined a subset of households experiencing homelessness as "chronically homeless." These households are most likely to have intensive medical, mental health, and other service needs that cannot be met while they remain unhoused and are a priority population within supportive housing systems nationally and locally.

The definition of chronically homeless includes both a disability requirement and a length of homelessness component. Under this definition, a household who meets all of the following criteria is considered chronically homeless:

- I. A homeless individual with a disability, who lives in a place not meant for human habitation, a safe haven, or an emergency shelter;
- II. Who has been homeless and living in any of the situations described above continuously for at least 12 months or on at least four separate occasions in the last three years, as long as the combined occasions equal at least 12 months.

While a longer stay in an institution such as a jail, hospital, or drug treatment facility will not count as living in a homeless situation, institutional stays of fewer than 90 days do count as time spent homeless. If a family's head of household, generally an adult family member, but occasionally a minor who is the head of a family with no adults, is chronically homeless under this definition, then the entire family meets the definition of chronic homelessness.^{xxxiii}

^{xxxii} Code of Federal Regulations, Continuum of Care Program, Title 24, sec. 578.3. This report does not use Category 3 of HUD's homeless definition, which includes unaccompanied youth or families who are homeless under other federal definitions of homelessness.

^{xxxiii} U.S. Department of Education: Education for Homeless Children and Youth Program Non-Regulatory Guidance, March 2017. Accessed on 10/2/17: <https://www2.ed.gov/policy/elsec/leg/essa/160240ehcyguidance072716updated0317.pdf>

^{xxxiii} Code of Federal Regulations, Continuum of Care Program, Title 24, sec. 578.3.

Appendix B: Data Sources

The two most common methods for estimating the number of persons experiencing homelessness in a community are point-in-time counts and data collected by housing and services programs. This report draws on both of those methods to establish the scope and characteristics of homelessness in Santa Clara County, and each is described below.

Homeless Management Information System (HMIS)

The County of Santa Clara Office of Supportive Housing operates the community's HMIS, a countywide database used by the majority of programs providing housing or services for homeless populations within the county. Providers request consent from each person they serve to enter standard information into HMIS, including demographic information, services provided, and data about income and housing status. This results in a large set of data that includes nearly all individuals who had contact with outreach teams, emergency shelters, homeless housing programs, and other services.

Because HMIS is focused on service data, it does not include individuals who are currently homeless but are not accessing services. It also does not include persons who receive services or housing designed for survivors of domestic violence or human trafficking, as many programs providing those services are prohibited from entering information into HMIS for privacy and safety reasons. Most significantly, since the individuals in HMIS are limited to those who have received services, the total number of persons recorded as homeless in HMIS increases as the system serves more people.

To estimate the total number of persons experiencing homelessness over the course of a year using data from HMIS, communities use the number of persons who have spent at least one night in emergency shelter or transitional housing. As the size and capacity of the community's emergency shelter and transitional housing system increase, the total persons identified in HMIS as experiencing homelessness will also increase.

Homeless Census and Survey

Every two years, the County of Santa Clara and the region's fifteen cities conduct a Homeless Census and Survey. Trained volunteers tally the number of people observed living or sleeping outside at a single point in time and survey a sample of those counted. To cover the entirety of the county's extensive geographic area, the count occurs over the course of two days during the month of January, with roughly half of the county enumerated on each day. Data is also collected from emergency shelter and transitional housing programs, as households in shelter and temporary housing are considered homeless for purposes of the count.

The Homeless Census and Survey employs consistent methods from year to year, providing a useful data set for tracking changes in the homeless population. Because the count enumerates people who are currently living outside or in vehicles, including those who may not engage in services, it incorporates a population that may not be represented in HMIS data.

Notably, a point-in-time count will only provide a snapshot of homelessness on the nights selected for the count, which is not easily extrapolated to a total annual number of people who experience homelessness. This also means that the number of individuals counted each year is affected by weather conditions, the number of shelter beds open on the night of the count, natural disasters, and other temporary conditions that cause fluctuations in the visibility or size of the homeless population. It is expected that point-in-time methods will undercount individuals and families who shelter in locations that are not visible to volunteer teams, including vehicles, garages, and other structures not built to be lived in.

Appendix C: Measuring Success

To ensure that each component of Santa Clara County's supportive housing system effectively advances the goal of ending homelessness, system stakeholders have identified standard, data-based indicators of success. These indicators track the system's ability to help individuals and families permanently exit homelessness by obtaining and retaining housing.

These metrics are based on data entered by the community's housing and shelter programs into the Homeless Management Information System (HMIS), the primary community-wide database for collecting information about homeless housing and services, to evaluate the overall success and impact of the community's response to homelessness. See Appendix B: Data Sources for more information about the HMIS.

Permanent Housing Retention

How successful are the community's housing programs at helping individuals with disabilities who exit homelessness to remain in the permanent housing situations that they have obtained for at least 12 months, while they continue to receive support from the housing program?

Program type: Permanent Supportive Housing

Universe: All individuals served by the program during the measurement period who were housed with program support at least 12 months ago.

Measure: The percentage of the universe who remained housed for at least 12 months.

Obtained Permanent Housing

How successful are the community's housing and shelter programs at helping individuals experiencing homelessness to obtain permanent housing?

Program type: Emergency Shelter, Transitional Housing, Rapid Rehousing

Universe: All individuals served by the program who exited the program (stopped receiving services) during the measurement period.

Measure: The percentage of the universe who were in a permanent housing situation when they exited the program.

Returns to Homelessness

How successful are the community's housing and shelter programs at ensuring that individuals who exit homelessness do not return to homelessness once they stop receiving services?

Program type: Emergency Shelter, Transitional Housing, Rapid Rehousing, Permanent Supportive Housing

Universe: All individuals served by the program who exited the program (stopped receiving services) two years prior to the measurement period, and were in a permanent housing situation when they exited.

Measure: The percentage of the universe who were served by another homeless housing or services program in Santa Clara County's HMIS within 2 years of the date they exited the program to a permanent housing situation.

Appendix D: Santa Clara County Regional Housing Need Allotment

The Regional Housing Need Allocation (RHNA) is a state-mandated process Bay Area counties use to identify and project the total number of housing units necessary to meet the needs of people of all income levels in each county.

2007-2014 Regional Housing Need Allocation (RHNA) Progress

Jurisdiction	Very Low Income up to 50% AMI			Low Income 51% to 80% AMI			Moderate Income 81% to 120% AMI			Above Moderate Income more than 120% AMI			Total		
	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met
Campbell	199	32	16%	122	300	246%	158	67	42%	413	217	53%	892	616	69%
Cupertino	341	38	11%	229	31	14%	243	58	24%	357	657	184%	1,170	784	67%
Gilroy	319	29	9%	217	70	32%	271	65	24%	808	1,262	156%	1,615	1,426	88%
Los Altos	98	23	23%	66	22	33%	79	12	15%	74	784	1059%	317	841	265%
Los Altos Hills	27	25	93%	19	10	53%	22	5	23%	13	76	585%	81	116	143%
Los Gatos	154	2	1%	100	41	41%	122	5	4%	186	180	97%	562	228	41%
Milpitas	689	336	49%	421	109	26%	441	264	60%	936	6,442	688%	2,487	7,151	288%
Monte Sereno	13	6	46%	9	12	133%	11	3	27%	8	14	175%	41	35	85%
Morgan Hill	317	98	31%	249	100	40%	246	43	17%	500	1,286	257%	1,312	1,527	116%
Mountain View	571	237	42%	388	28	7%	488	4	1%	1,152	2,387	207%	2,599	2,656	102%
Palo Alto	690	156	23%	543	9	2%	641	128	20%	986	787	80%	2,860	1,080	38%
San Jose	7,751	1,774	23%	5,322	1,038	20%	6,198	144	2%	15,450	13,073	85%	34,721	16,029	46%
Santa Clara	1,293	412	32%	914	111	12%	1,002	198	20%	2,664	5,952	223%	5,873	6,673	114%
Saratoga	90	-	0%	68	13	19%	77	5	6%	57	20	35%	292	38	13%
Sunnyvale	1,073	572	53%	708	402	57%	776	1,204	155%	1,869	2,403	129%	4,426	4,581	104%
Unincorporated	253	58	23%	192	396	206%	232	166	72%	413	422	102%	1,090	1,042	96%
County Totals	13,878	3,798	27%	9,567	2,692	28%	11,007	2,371	22%	25,886	35,962	139%	60,338	44,823	74%

Source: Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2007-2014 Regional Housing Need Allocation (RHNA)." Sept. 2015. Available at: https://abag.ca.gov/files/RHNAProgress2007_2014_082815.pdf.

2015-2023 Regional Housing Need Allocation (RHNA) Progress as of 2015

Jurisdiction	Very Low Income up to 50% AMI			Low Income 51% to 80% AMI			Moderate Income 81% to 120% AMI			Above Moderate Income more than 120% AMI			Total		
	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met	RHNA	Permits Issued	% Met
Campbell	253	0	0%	138	4	3%	151	2	1%	391	43	11%	933	49	5%
Cupertino	356	0	0%	207	0	0%	231	4	2%	270	174	64%	1,064	178	17%
Gilroy	236	26	11%	160	249	156%	217	7	3%	475	398	84%	1,088	680	37%
Los Altos	169	0	0%	99	0	0%	112	0	0%	97	48	49%	477	48	10%
Los Altos Hills	46	5	11%	28	5	18%	32	0	0%	15	11	73%	121	21	17%
Los Gatos	201	0	0%	112	0	0%	132	2	2%	174	24	14%	619	26	4%
Milpitas	1,004	10	1%	570	0	0%	565	0	0%	1,151	0	0%	3,290	10	0%
Monte Sereno	23	4	17%	13	0	0%	13	1	8%	12	2	17%	61	7	11%
Morgan Hill	273	0	0%	154	12	8%	185	6	3%	316	331	105%	928	349	36%
Mountain View	814	0	0%	492	9	2%	527	0	0%	1,093	237	22%	2,926	246	8%
Palo Alto	691	20	3%	432	58	13%	278	7	3%	587	153	26%	1,988	238	8%
San Jose	9,233	345	4%	5,428	231	4%	6,188	0	0%	14,231	5,904	41%	35,080	6,480	17%
Santa Clara	1,050	0	0%	695	0	0%	755	19	3%	1,593	212	13%	4,093	231	5%
Saratoga	147	0	0%	95	0	0%	104	0	0%	93	0	0%	439	0	0%
Sunnyvale	1,640	43	3%	906	0	0%	932	18	2%	1,974	799	40%	5,452	860	15%
Unincorporated	22	0	0%	13	0	0%	214	0	0%	28	65	232%	277	65	23%
County Totals	16,158	453	3%	9,542	568	6%	10,636	66	1%	22,500	8,401	37%	58,836	9,488	14%

Source: Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2015-2023 Regional Housing Need Allocation (RHNA)." April 2017. Available at: https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20_RHNAProgressReport.pdf.

