

# ENDING HOMELESSNESS

## 2018



The State of the  
Supportive Housing System  
in Santa Clara County



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### Acknowledgements

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on behalf of the County of Santa Clara Office of Supportive Housing  
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This report can be downloaded at the Office of Supportive Housing website:  
[www.supportivehousingcc.org/report](http://www.supportivehousingcc.org/report)

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A map of developments that include supportive housing is available at: [www.supportivehousingccc.org/map](http://www.supportivehousingccc.org/map)



# EXECUTIVE SUMMARY

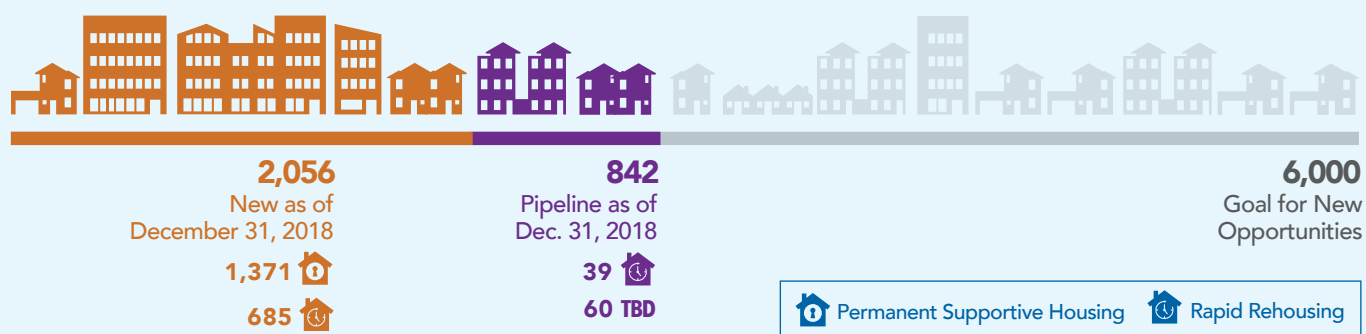
In Santa Clara County, the heart of Silicon Valley, thousands of residents experience homelessness each year, many living on the streets, in tents, or in vehicles. For many more households, the high cost of housing and too few living wage jobs leaves them one emergency or unexpected expense away from 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

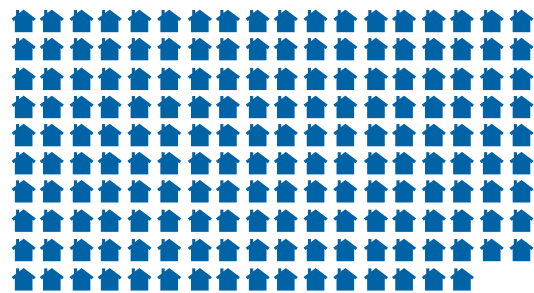


In 2018, key programs and strategies implemented by the Office of Supportive Housing and its partners include:

- 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.

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*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*

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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.







Photo by Bernard Andre.

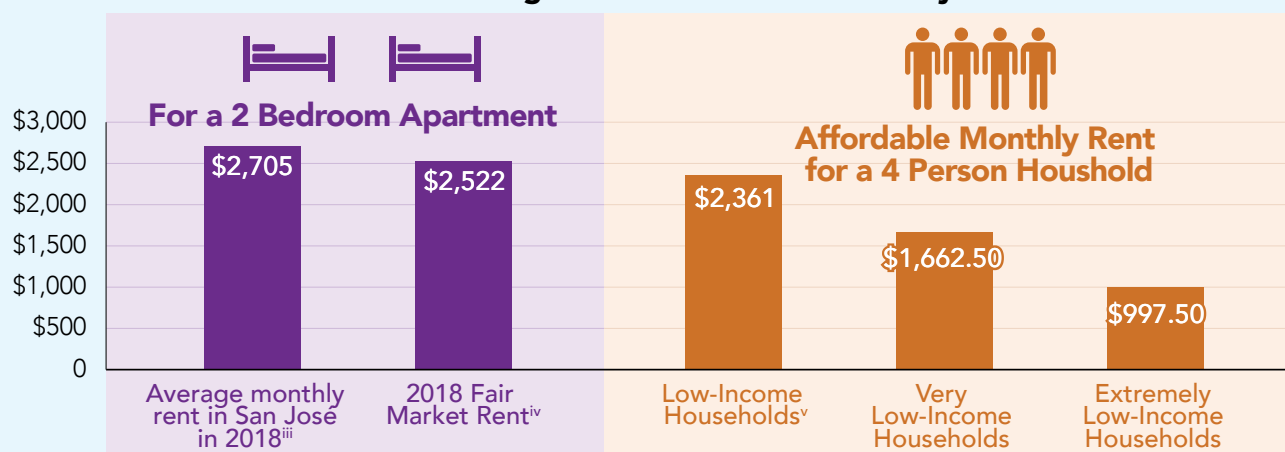
# HOMELESSNESS IN SANTA CLARA COUNTY

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.<sup>i</sup> 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.

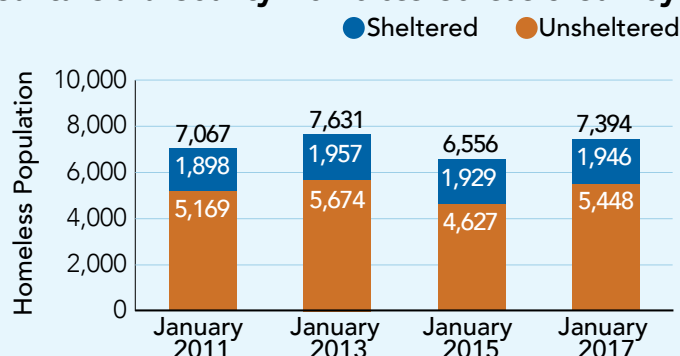
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<sup>i</sup> Every other year in January, the County of Santa Clara Office of Supportive Housing coordinates a countywide point-in-time count of people experiencing homelessness. This biennial Homeless Census and Survey provides the best data available 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.

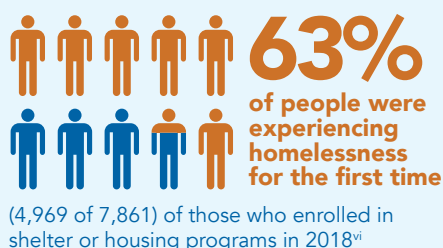
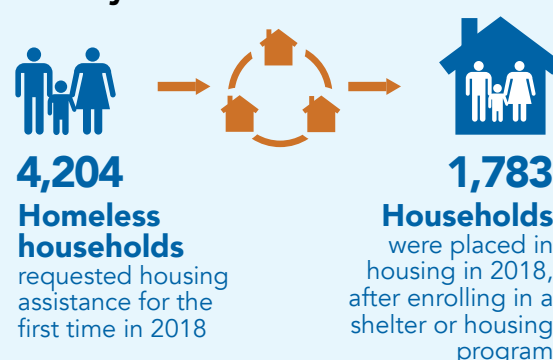
## Housing Costs in Santa Clara County



## Santa Clara County Homeless Census & Survey<sup>ii</sup>



## System Inflow & Outflow



<sup>ii</sup> 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>

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

<sup>iv</sup> 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](https://www.huduser.gov/portal/datasets/fmr/fmrs/FY2018_code/2018summary.odn)

<sup>v</sup> 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/>

<sup>vi</sup> 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

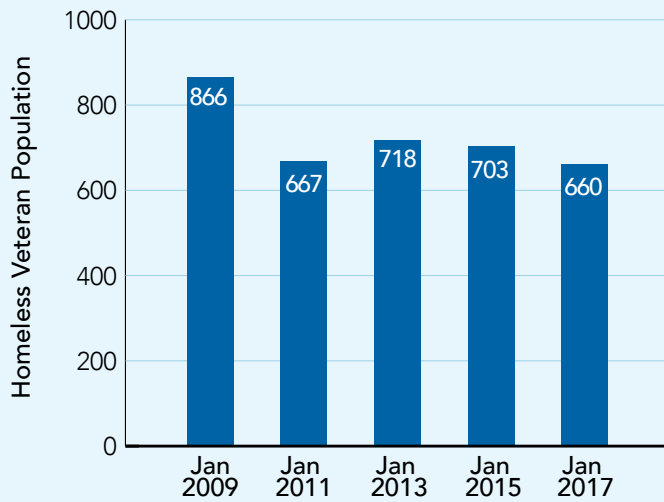
California has the largest population of veterans experiencing homelessness in the country. Many veterans experiencing homelessness have high barriers to housing due to service-related trauma, including Post-Traumatic Stress Disorder and substance use issues, which can result in long periods of homelessness. 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.)

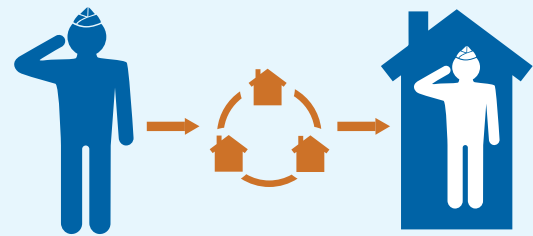
### Youth and Young Adults

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



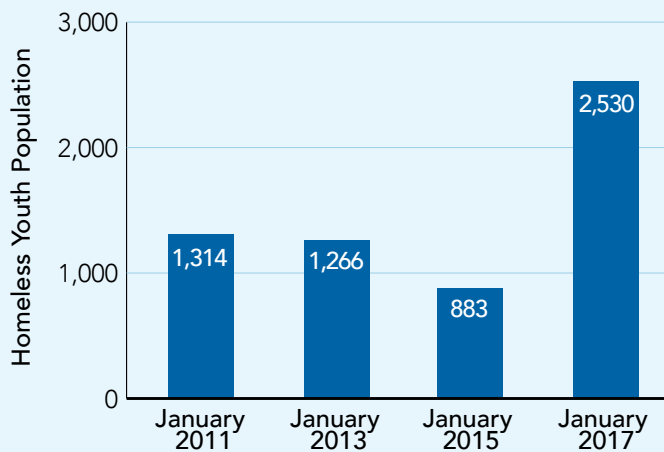
### System Inflow & Outflow of Homeless Veterans



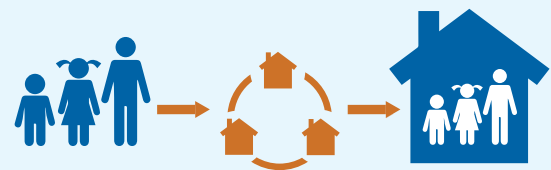
**325**  
**Homeless veterans**  
requested  
housing help for  
the first time in  
2018

**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

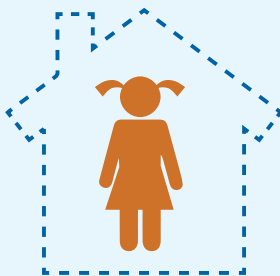


### System Inflow & Outflow of Homeless Youth & Young Adults<sup>vii</sup>



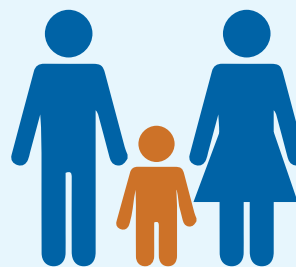
**594**  
**Homeless youth**  
aged 24 or younger  
requested housing  
help for the first  
time in 2018

**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

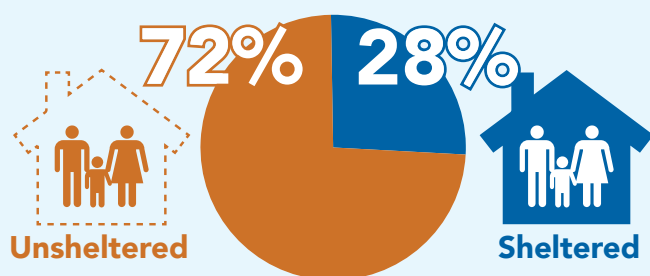
**45%**  
of youth and  
young adults reported  
experience in the  
**foster care system**

<sup>vii</sup> 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.

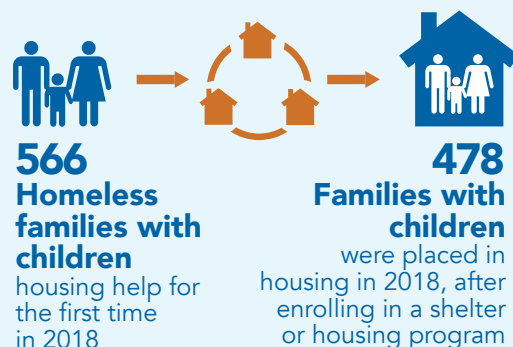
## Families with Children

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.<sup>viii</sup> School-based programs that provide both academic and community supports for homeless children and youth are critically important for families.

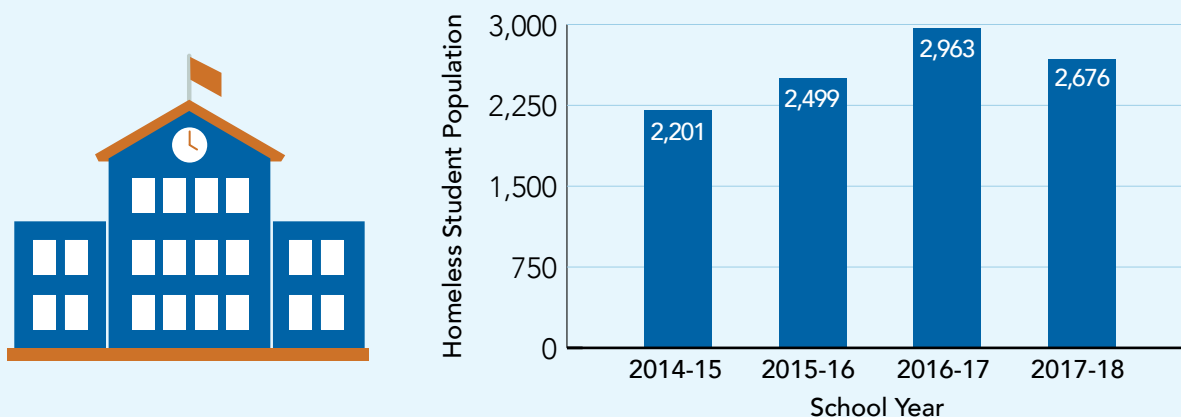
### 2017 Santa Clara County Homeless Census & Survey Families with Children



### System Inflow & Outflow Families with Children



### Students Identified as Homeless or “Doubled Up” in Santa Clara County Public Schools<sup>ix</sup>



<sup>viii</sup> 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](https://www.usich.gov/resources/uploads/asset_library/USICH_OpeningDoors_Amendment2015_FINAL.pdf)

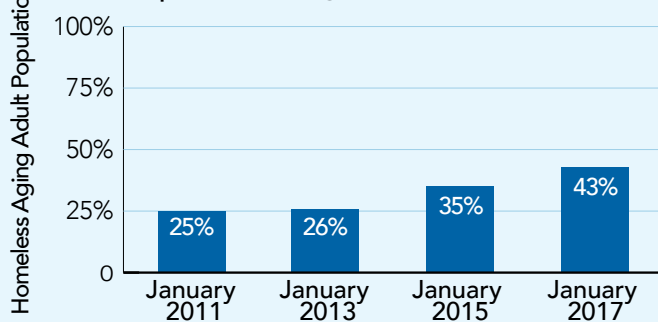
<sup>xi</sup> Each year, schools assess the number of students experiencing housing instability. While this assessment uses a more expansive definition of homelessness than that required by the U.S. Department of Housing and Urban Development for the Homeless Census and Survey – including families that 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.



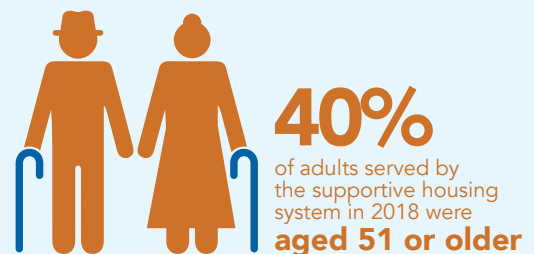
## Aging Adults

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.<sup>x</sup>

**Santa Clara County Homeless Census & Survey**  
Respondents Aged 51 and Older



**Older Adults in the Supportive Housing System**



## 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.

**2017 Santa Clara County Homeless Census and Survey**



**Survivors of Intimate Partner Violence in the Supportive Housing System**



<sup>x</sup> 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>

<sup>xi</sup> 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.

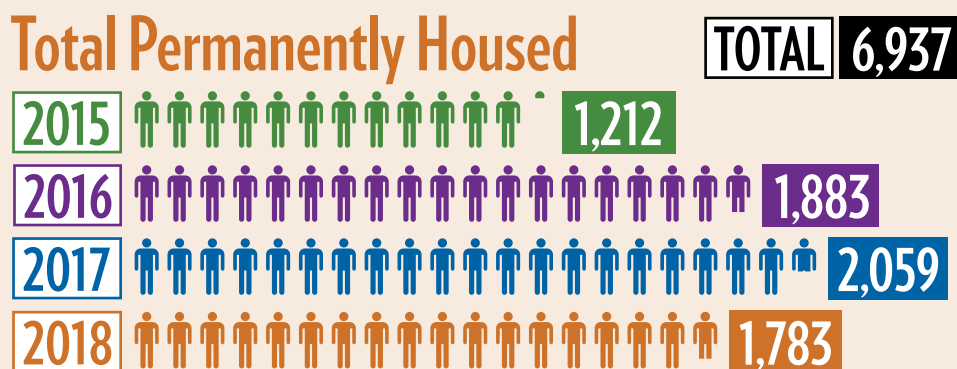
The Community Plan sets a goal of 6,000 new affordable housing opportunities dedicated to people experiencing homelessness, including new physical homes and apartments and new rental subsidies. Tenants in each of these new housing opportunities will have access to case management, health care, employment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

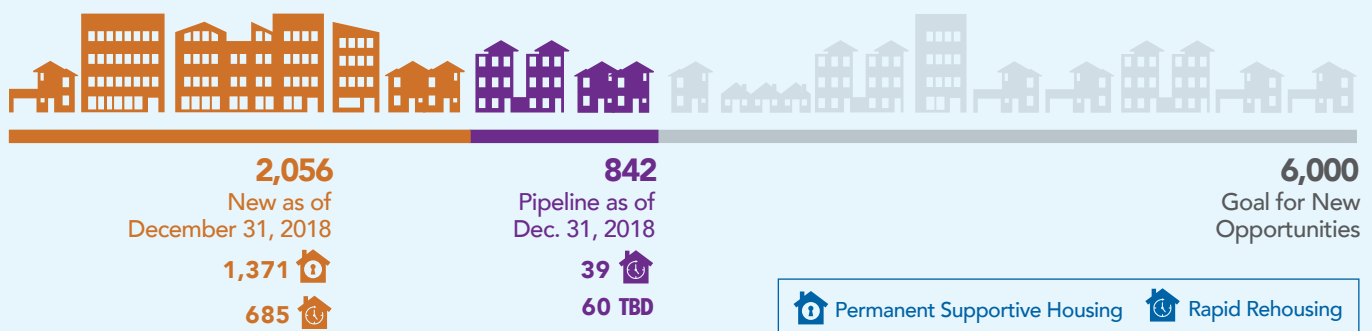
Affordable housing is an essential component of the community's collaborative strategy to end homelessness. Rental costs continue to rise across the Bay Area, deepening a housing crisis that disproportionately impacts the region's lowest-income residents, including individuals and families with low- 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.



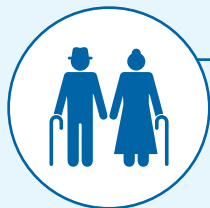
Partners in the child welfare system and foster youth advocates seek affordable housing options that allow families to reunite and provide stability for youth transitioning out of foster care.



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.<sup>xii</sup> 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.

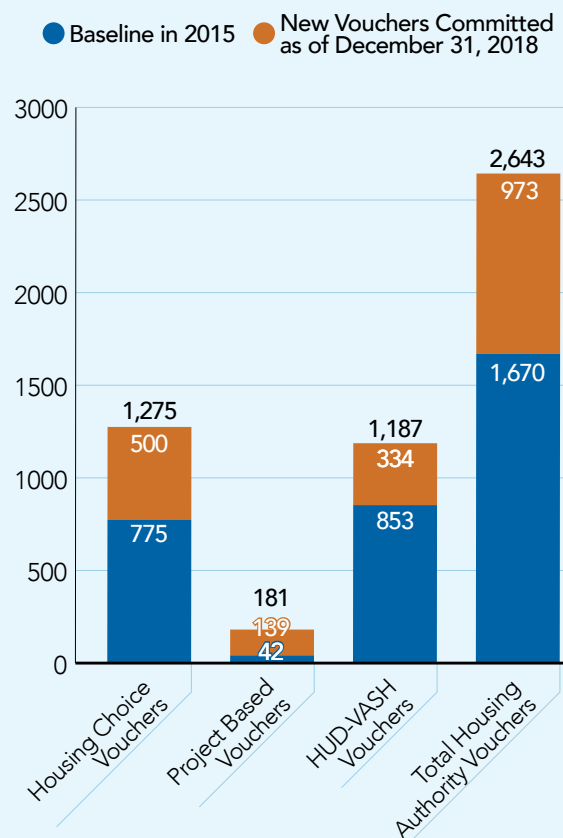
The Housing Authority partners with the County of Santa Clara Office of Supportive Housing and non-profit permanent supportive housing providers to provide long-term rental subsidies for households exiting homelessness. The Chronically Homeless Direct Referral and the Special Needs Direct Referral programs 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.<sup>xiii</sup>

*"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



<sup>xii</sup> 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.

<sup>xiii</sup> 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](http://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<sup>xiv</sup>, 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.



<sup>xiv</sup> 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.



## 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 &amp; 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<sup>xv</sup>

## Measuring Success<sup>xvi</sup>

### Permanent Housing Retention



(956 of 1,035) of clients housed in PSH<sup>xvii</sup>

### Returned to Homelessness Within Two Years



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

<sup>xv</sup> 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.

<sup>xvi</sup> 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.

<sup>xvii</sup> 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<sup>xviii</sup>

### 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

<sup>xviii</sup> 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.

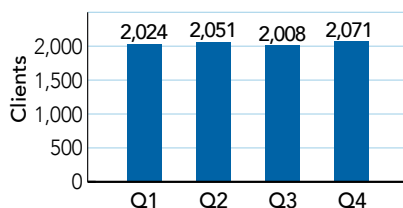


### Sharing information and goals across providers to compound successes

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.

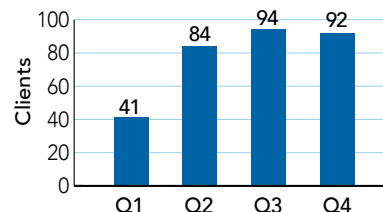
#### San José Reentry Resource Center

Unique clients per quarter of 2018



#### South County Reentry Resource Center

Unique clients per quarter of 2018



Between July 2018 & December 2018<sup>xix</sup>



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

**89 clients**

<sup>xix</sup> 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.



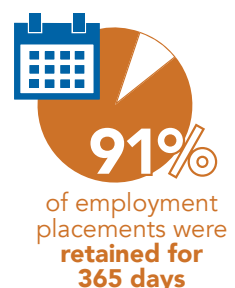
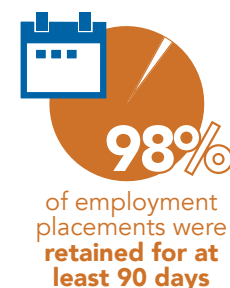
### Leveraging data and shared goals to increase employment and improve outcomes across the supportive housing system

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.

### Out of 540 households served through 2018:<sup>xx</sup>



**97%**  
of families and individuals  
remained  
housed while  
receiving  
homelessness  
prevention  
services



**90%**  
of families and individuals were  
stably housed  
for at least 12  
months after they  
stopped receiving  
homelessness  
prevention  
services

<sup>xx</sup> 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<sup>xxi</sup>

### 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

<sup>xxi</sup> 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 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:

### 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



### Connecting vehicular dwellers with services and support to regain housing

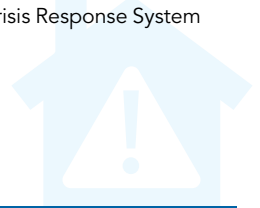
Vehicular dwellers are often harder to reach with outreach services because they are more mobile and difficult to engage within their vehicles. By providing a place to park without concerns about parking restrictions or safety, service providers are able to engage with those living in their vehicles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





## 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<sup>xxii</sup>

#### 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

<sup>xxii</sup> 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.

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<sup>xxxi</sup> 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.

<sup>xxxii</sup> 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>

<sup>xxxiii</sup> 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
<b>Cupertino</b>	\$4,172,000	N/A	N/A	\$32,488
<b>Gilroy</b>	N/A	\$102,500	\$20,070	\$34,465
<b>Milpitas</b>	\$120,000	N/A	N/A	\$38,283
<b>Morgan Hill</b>	\$750,000 <sup>xxxiv</sup>	N/A	N/A	N/A
<b>Mountain View</b>	N/A	\$125,000	N/A	N/A
<b>Palo Alto</b>	\$220,000	\$206,184	N/A	\$341,400
<b>Santa Clara</b>	\$544,333	N/A	\$139,423	\$100,000
<b>Sunnyvale</b>	N/A	\$338,000	\$31,000	\$10,000

<sup>xxxiv</sup> This funding was committed in Fiscal Year 2018-2019.







