



California Interagency Council on Homelessness

Homeless Housing, Assistance and Prevention Round 3 Application

Application Information

This Cognito platform is the submission portal for the Cal ICH HHAP-3 Application. You will be required to upload a full copy of the HHAP-3 Data Tables Template *and* enter information into the portal from specific parts of the HHAP-3 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-3 resources prior to beginning this application:

- [HHAP-3 Notice of Funding Availability \(NOFA\)](#)
- [HHAP-3 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-3 Data Tables Template](#)

Application Submission for HHAP-3 Funding

Using the [HHAP-3 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see *How to Navigate this Form*) to submit a complete application for HHAP-3 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this Cognito form will be considered the official responses to the required narrative questions.
4. **Part IV: HHAP-3 Funding Plans:** the information required in this section will be provided in Tables

6, 7 (as applicable), and 8 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

5. **Evidence of meeting the requirement to agendize the information in Parts I and II at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **five sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-3 Data Tables Template as an Excel file, (2) evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-3 Data Tables Template.
- **Narrative Responses:** In this section, enter your responses from Part III of the HHAP-3 Local Homelessness Action Plan & Application Template.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

I have reviewed the HHAP-3 NOFA and application template documents

Yes

I am a representative from an eligible CoC, Large City, and/or County

Yes

Applicant Information

List the eligible applicant(s) submitting this application for HHAP-3 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

Eligible Applicant(s) and Individual or Joint Designation

Joint

This application represents the joint application for HHAP-3 funding on behalf of the following eligible applicant jurisdictions:

Joint Applicants Selection

Eligible Jurisdiction 1

Eligible Applicant Name

Santa Clara County

Eligible Jurisdiction 2

Eligible Applicant Name

CA-500 San Jose/Santa Clara City & County CoC

Click + Add Eligible Jurisdiction above to add additional joint applicants as needed.

Administrative Entity Information

Funds awarded based on this application will be administered by the following Administrative Entity:

Administrative Entity

County of Santa Clara

Contact Person

Consuelo Hernandez

Title

Director, Office of Supportive Housing

Contact Person Phone Number

(408) 278-6419

Contact Person Email

consuelo.hernandez@hhs.sccgov.org

Document Upload

Upload the completed [HHAP-3 Data Tables Template](#) (in .xlsx format), evidence of meeting the requirement to agendaize the local homelessness action plan and outcome goals at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

HHAP-3 Data Tables

HHAP-3 Data Tables Template-FINAL_OSH_06.30.22.xlsx

Governing Body Meeting Agenda or Minutes

2022-06-28 Board of Supervisors - Public Agenda-12818.pdf

Optional Supporting Documents

#118 - Agenda - Tuesday, June 28, 2022 - ID 111281.pdf

HHAP-3_narrative_OSH_final.pdf

2020-2025-community-plan-to-end-homelessness.pdf

2021-year-end-progress-report.pdf

Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-3 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions, including the specific role of each applicant in relation to other applicants in the region.

Question 1 Response

Over the past decade, Santa Clara County, the City of San José, and its regional partners have collaborated closely to address growing homelessness in the region. Beginning with a Blue Ribbon Commission launched by Santa Clara County Supervisor Don Gage and City of San José Mayor Chuck Reed in 2007, the County and City (both regional HHAP applicants) have coordinated efforts and developed a deep partnership to ending homelessness. The Blue Ribbon Commission catalyzed the formation of the Supportive Housing System, a coordinated, system-wide response to homelessness. For many years, housing and homelessness services in the Santa Clara region lacked coordination, which made the system extremely challenging to navigate for both providers and clients. There was no process for coordinated entry, no shared data, and no alignment of goals. Leaders recognized it was essential to coordinate systems to better serve individuals and families in need.

Launched in 2015 and guided by the strategies of the 2015-2020 Community Plan to End Homelessness, the Supportive Housing System provides a continuum of programs and services to meet the needs of those either experiencing or at-risk of homelessness. The system not only includes a wide range of interim, transitional, and permanent housing strategies, but the many other programs and services needed to help reach and serve residents in-need. By working together toward common goals, Santa Clara County's Supportive Housing System has made significant strides in preventing and ending homelessness. Since 2011, a broad coalition of government, business, non-profit, and philanthropic partners have come together to help 20,000 individuals experiencing homelessness obtain and maintain stable housing. Specific highlights include:

- Housing 1,000 of our most vulnerable chronically homeless residents through the Housing 1000 campaign, in conjunction with the national "100,000 Homes" campaign;
- Publishing the Home Not Found: The Cost of Homelessness in Silicon Valley report, the most comprehensive analysis of the public costs of homelessness in the United States;
- Launching the All the Way Home campaign, a broad partnership between public, private, non-profit, and faith-based organizations working together to eliminate veteran homelessness in Santa Clara County;
- Successfully passing the 2016 Measure A – Affordable Housing Bond, a \$950 million voter-approved affordable housing bond that will create 4,800 new extremely low-income and/or permanent supportive housing opportunities.

Santa Clara County's success to date in addressing the local homelessness crisis is largely due to the willingness of our regional partners to engage in a collective impact model, wherein city and county governments, non-profit service providers, and the private sector set community-wide goals and secure investments to support them. Adhering to this collective impact model, the 2020-2025 Community Plan to End Homelessness serves as the newest roadmap for addressing Santa Clara County's homelessness crisis. The 2020 Community Plan is built upon input from more than 8,000 community members, people with lived experience of homelessness, service providers, and advocates, and grounded in evidence-based practices and lessons learned over the previous five years.

The latest community plan – launched during the COVID-19 pandemic – focuses on systemic factors to

address the root causes of homelessness, in addition to continuing to expand the supportive housing system and the many programs and services for people who are currently homeless. In this plan, the community-wide goals and strategies take a much more expansive approach that includes not only scaling successful permanent housing solutions, but also taking both immediate steps to address our unsheltered crisis and longer-term actions that address the root causes of homelessness. Specifically, the 2020 Community Plan lays out three main strategies to prevent and end homelessness, with aggressive targets to achieve by 2025: (1) address the root causes of homelessness through system and policy change; (2) expand homelessness prevention and housing programs to meet the need, and; (3) improve quality of life for unsheltered individuals and create healthy neighborhoods for all.

Implementation of the 2020 Community Plan is also managed collaboratively, as leaders oversee each priority area. Across each of the three main strategies, the community has designated Strategy Leads to spearhead the implementation of the specific goals and strategies identified in the 2020 Community Plan. The Strategy Leads comprise of several regional HHAP applicants, as well as key partners and stakeholders, including the County of Santa Clara (County), the City of San José (City), the Santa Clara County Housing Authority (SCCHA), and Destination: Home (D:H), a unique public-private partnership between different entities working to prevent and reduce homelessness in our community. The Strategy Leads are accountable to the Santa Clara County Continuum of Care (CoC) Board for implementation of the 2020 Community Plan and provide quarterly update reports and presentations that include data on progress to date.

The relationship between the County, the City, SCCHA, D:H, other local cities, and community partner organizations is further formalized in Santa Clara County's CoC Governance Charter. The evidence backed CoC framework provides an underlying structure and impetus for regional collaboration. In addition to the CoC and Community Plan, the County, City, and other local partner entities utilize formal agreements to coordinate efforts, including Memoranda of Understandings (MOUs) and Revenue Sharing Agreements for specific joint programs on a case-by-case basis. Finally, agency leaders and staff members from the County and City meet regularly to maintain close relationships and coordinate and align efforts. Regular regional coordination meetings include:

- One meeting per month for the core leadership team that oversees the homelessness agenda in the region, including the County's Office of Supportive Housing (OSH) Director, the City's Housing Department Director, CEO of Destination: Home, and the CEO of the SCCHA.
- Two meetings per month that include the County's Director of OSH, the City's Housing Director, deputy directors, and other staff members. The presence of leaders and line-level staff who lead program implementation ensures a high level of coordination among organizations at all levels and instills a culture of collaboration at both the leadership and programmatic levels.
- Additional program-specific meetings to allow for program-level coordination. For example, this includes one coordination meeting per month related to rapid re-housing and one coordination meeting per month related to development projects.
- CoC work groups and subcommittees, including work groups supporting the CoC's system infrastructure. At each of these regularly scheduled work group meetings, representatives from homeless service and safety net providers from across the system of care and members of the Lived Experience Advisory Board (LEAB) meet for system planning and coordination. These work groups include the Coordinated Entry Work Group, the HMIS Agency Administrators Work Group, Performance Management Work Group, the HUD CoC NOFO Committee, and semi-annual CoC-wide Membership Meetings.

Question 2

A demonstration of the applicant's partnership with, or plans to use funding to increase partnership with:

- Local health care and managed care plans

- Public health systems
- Behavioral health
- Social services
- Justice entities
- People with lived experiences of homelessness
- Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

Question 2 Response

Local health care and managed care plans

The County Office of Supportive Housing (OSH) has a long history of partnership with the County's local health and managed care plan. In 2017, the California Department of Health Care Services (DHCS) selected, through a competitive process, Santa Clara County as one of 25 communities across the state to participate in a Whole Person Care (WPC) pilot program. The goal of the pilot was to develop new programs to address gaps in the current managed care system, provide alternatives to and reduce avoidable use of costly Emergency Department, Emergency Psychiatric Services, and other acute care environments, and build the data infrastructure necessary to support real-time data sharing across programs and organizations. The Santa Clara Valley Health and Hospital System (SCVHHS) served as the lead entity, targeting an estimated 10,000 clients over the course of a 5-year pilot. Throughout the WPC pilot, OSH participated as a close partner through care coordination, service provision, and the development and operation of the Trust Community, the WPC data sharing system which facilitates data integration among internal and external partners.

Through the WPC pilot partnership, OSH and SCVHHS successfully increased access to housing and supportive services for high utilizers of health and behavioral health services across the county. For example, OSH collaborated with multiple WPC partners to create an innovative proposal to address unmet needs for housing support for those with substance use issues. OSH also collaborated with WPC to implement a Housing First approach to reduce programmatic barriers to housing, and trained WPC partners to serve as VI-SPDAT assessors, effectively creating access points to the supportive housing system at local hospitals and Valley Health Plan (the County owned and operated managed care plan) locations.

Building on the lessons learned from the WPC, the County will continue to work with its local managed care plan (MCP) partners to support unhoused persons through the transition to CalAIM. The County, through the Santa Clara Valley Medical Center (SCVMC), is the Enhanced Care Management (ECM) provider, serving ECM populations of focus including individuals and families experiencing homelessness, high utilizers, and adults with serious mental illness or substance use disorder. As part of the transition to CalAIM, the County is also in the process of becoming a Community Supports provider for Housing Transition Navigation Services and Housing Tenancy and Sustaining Services. The County is taking a lead role in collaborating with the Housing and Homelessness Incentive Program (HHIP) to develop health plans in coordination with the Santa Clara County CoC and other local stakeholders, working closely to develop expenditure plans to meet the goals identified in the 2020 Community Plan to End Homelessness.

Public health systems & behavioral health

Access to housing and behavioral healthcare, including mental health and substance use treatment, are inextricably linked. It is extremely difficult to treat behavioral health conditions for people without stable homes, and unhoused and newly housed individuals benefit greatly from the stabilizing support that behavioral healthcare provides. Recognizing this link, OSH works hand in hand with the County of Santa Clara's Behavioral Health Services Department (BHSD) to serve currently and formerly unhoused

individuals holistically: OSH connects people experiencing homelessness to subsidized housing and provides support to keep them there, while BHSD's services are there to help supportive housing residents overcome substance use and mental health issues that may have contributed to past housing instability. The partnership between OSH and BHSD make it possible for more supportive housing residents to receive mental health treatment directly from the Supportive Housing Division of BHSD rather than having to seek assistance from outside providers who may not specialize in working with people who have experienced homelessness.

An example of this is the Hope Clinic, a collaborative effort of the County and SCVMC. Hope Clinic opened in 2019 and provides tailored, comprehensive primary and behavioral health care designed to stabilize supportive housing residents. Efforts such as these have led to better coordination between housing providers and treating clinicians, resulting in seamless wraparound care for the people who need it most. In FY20, 81% of permanent supportive housing participants who were receiving mental health services received their treatment through the Supportive Housing Division of BHSD, up from 36% in FY18. The relationship between OSH and BHSD extends beyond just a programmatic partnership but is also built into its administrative structure. To enhance the collaboration, a portion of OSH's staff, including a team of OSH clinicians, social workers, and other direct service staff, are organized administratively under the County's BHSD budget unit.

Social services

As noted above, one of the ways that OSH collaborates with regional partners is through MOUs and interagency Revenue Sharing agreements. Since FY18, OSH and the County's Social Services Agency (SSA) have collaborated through a set of formal Interagency Agreements to partner together for the CalWORKs Housing Support Program (HSP) and Family Support Program (FSP). The CalWORKs HSP and FSP programs provide supportive housing benefits and services to CalWORKs families who are homeless. Through the partnership, SSA determines eligibility and provides referrals to OSH and their community-based organization (CBO) partners. In turn, OSH and their CBO partner provide housing benefits and services to homeless families in the CalWORKs program, including (but not limited to): housing search and housing navigation services, tenant/landlord assistance, housing case management, and financial assistance with housing rent, security deposits, utility payments, moving costs, interim housing, and other housing related benefits and services. In FY22, the HSP program has the capacity to serve 240 qualified CalWORKs families, including 140 homeless CalWORKs families who will receive new housing placements and 100 families whose services will continue from the prior program year. Meanwhile, the FSP program has the capacity to serve 72 qualified families.

Justice entities

One of OSH's primary justice entity partners in the Santa Clara County Reentry Network is the Office of Reentry Services (ORS). Like OSH's partnership with BHSD, both departments are strategically housed within the County Executive Office (CEO). ORS provides services that address the needs and risks of former offenders and partners with local criminal justice departments and CBOs to provide programming and services to individuals who are currently incarcerated or who have been recently released from incarceration. By leveraging cross-system collaborations in the reentry process, ORS helps less-serious offenders spend less time (or no time) in custody.

OSH partners closely with the ORS to serve homeless clients who are involved with the criminal justice system. To facilitate the continuum and streamline access to reentry services upon release, the ORS operates two Reentry Resource Centers (RRC). The first RRC opened in February 2012 and is centrally located in San José near the County's government center and County Main Jail Complex. To broaden access to reentry services, ORS partnered with city and public safety partners in the County's southern region to open a second RRC. This satellite RRC provides services in what is known locally as South County, a geographically underserved part of the county. The South County RRC first opened in April 2015, and relocated to Gilroy, the largest jurisdiction in South County, in February 2018.

The RRCs provide services to formerly incarcerated County residents, supporting reentry efforts and building a safer community. On-site services include substance use treatment services, peer support, case management, public benefit enrollment, record clearance services, alternative sentencing programming, housing, employment, life skills, and legal and educational programs. To provide reentry clients with direct linkages to available supportive housing resources, OSH co-locates rapid rehousing and other supportive service staff at the RRCs. Operating out of the RRCs, OSH and ORS partner to administer several Reentry Rapid Rehousing (RRRH) programs. The RRRH programs follow an evidence-based model and provide a time-limited rental subsidy with supportive services to criminal justice involved homeless households. The goal of the RRRH programs is to provide support services to households to place them into housing and empower them to become self-sufficient.

People with lived experience of homelessness

In 2018, Santa Clara County established its Lived Experience Advisory Board (LEAB). The LEAB was formed to foster 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. The LEAB strives to empower people with lived experience of homelessness to inform system planning, improve the supportive housing system, dispel myths about homelessness, and help the broader community better understand their needs. To provide further opportunities for those with lived experience to inform system planning and engage and collaborate with community members, the Santa Clara County CoC elected two members of the LEAB to the CoC Board, the governing body that oversees the CoC and sets strategic priorities regarding affordable housing and homelessness.

The County also engages and collaborates with youth and young adults who have lived experience through its Youth Action Board (YAB). The YAB is an advisory board comprised of youth and young adults, including those with lived experience of homelessness. On September 15, 2021, HUD announced that the County of Santa Clara had been selected for a Youth Homelessness Demonstration Project (YHDP) award. The County's YAB was instrumental in helping the community to secure \$10.4 million of YHDP in the FY19 and 20 YHDP Notice of Funding Opportunity competition. The YAB meets regularly to advise the County and CoC on homelessness and housing issues that impact youth and young adults, participate in planning for new programs and services, and receive training and mentorship to support ongoing involvement. In fall of 2022, the County CoC membership will be electing a YAB member to the CoC Board.

Currently, LEAB and YAB members participate in trainings for Supportive Housing System initiatives, provide advisory services to aid in policy development, review solicitations across numerous fora, and provide system evaluation. Since both the LEAB and YAB have leadership roles and are integral partners in the local Supportive Housing System to set policy, Santa Clara County and its partners believe that people with lived experience deserve to be equitably valued and compensated for their time and expertise. In other words, those with lived expertise should be compensated in same way as other independent consultants with requisite professional experience or expertise (in this case, lived expertise). To recognize the value that people with lived experience offers to the County's programs and services, the County and D:H provide stipends and administrative support to LEAB members and other people with lived experience of homelessness who provide training and advisory services at the request of the County and its partners. The County and D:H leverage HUD CoC funding and County General Funds to provide, at minimum, the equivalent of \$25 per hour for payments based on services provided.

Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

One of the major local challenges to ending homelessness is the extremely high cost of housing. There is no local metropolitan area in the county where a minimum wage worker can afford a modest 2-bedroom apartment. According to the National Low Income Housing Coalition's Out of Reach report, the San José-Sunnyvale-Santa Clara area ranks as one of the most expensive jurisdictions in the country, with a housing wage of \$58.67 per hour needed to afford a two-bedroom unit at the local FMR. As such, OSH has

partnered with the Destination: Work initiative and JobTrain to create living wage job pathways and connect formerly homeless individuals to living wage jobs. Following a successful two-year pilot that launched in 2017, the Employment Pathway Initiative is currently focused on helping recently housed individuals secure living wage jobs and is built around two main strategies: providing targeted employment assistance and expanding living wage job opportunities.

One way that Destination: Work is expanding living wage job opportunities is by forging employment pathways in local government. Following the model established by the ACE program in San Francisco, Destination: Work is partnering with the County of Santa Clara and the City of San José to create a direct pathway for formerly homeless individuals to start a career in public service. For example, in 2021 the County Board of Supervisors approved the ORS' County Employment Opportunity Program, funding four unclassified Community Worker positions with lived experience to work in the ORS. This program provides opportunities for RRC clients to gain valuable experience and qualify for permanent County employment, and in turn rely less on county services and step toward self-sufficiency. In addition to creating internal County employment opportunities, ORS contractors have hired individuals with lived experience as part of their programs. As of July 21, 2021, ORS contracts created 52 full time positions, of which 12 (23%) are held by formerly justice-involved individuals.

In addition to the partnership with the County SSA to provide services to CalWORKs participants, OSH and the CoC also partner with SSA's Department of Family and Children's Services (DFCS) and the SCCHA to provide housing and supportive services to families and transition age youth (TAY). In Santa Clara County, DFCS is the designated Public Child Welfare Agency, and together, the agencies collaborate through a formal MOU to administer the Family Unification Program (FUP). As the program name suggests, the FUP works to avoid the break-up of families due to homelessness or substandard housing. One of the central goals of the FUP is to help families involved with the child welfare system find affordable and decent housing in a safe and supportive environment. The FUP also helps to ensure that children who remain with, or are reunited with their families, are safe and secure, and not subject to neglect because of homelessness or inadequate housing.

As alluded to above, the County has a strong partnership with SCCHA, the local housing authority. The County and SCCHA have a long history of collaboration, including several direct housing referral programs. SCCHA prioritizes Housing Choice Voucher and Project Based Vouchers (PBV) for vulnerable populations experiencing homelessness in a range of ways that align with other funding in the community. The Chronically Homeless Direct Referral Program, SCCHA's longest-running formal homeless preference, began in 2015 and allows OSH to bypass the SCCHA waitlist for chronically homeless households referred to permanent supportive housing (PSH) projects through the Coordinated Entry System (CES). The Special Needs Direct Referral Program is a parallel program targeting vulnerable households outside of the chronically homeless definition that are referred to PSH. In 2016, the SCCHA made available 477 PBV and 126 HUD-VASH through a joint request for proposals (RFP) for PSH with the County of Santa Clara and the City of San José. Since 2017, the SCCHA has committed 1,347 additional PBVs to new PSH developments built with County Measure A funding. These homeless preference programs and commitments are the result of SCCHA's deep partnership and its leadership in County and CoC planning and priorities.

Finally, the County also partners with SCCHA to administer Emergency Housing Voucher (EHV) program. In May 2021, HUD's Office of Public and Indian Housing (PIH) awarded SCCHA 1,033 EHV's, allocated as part vouchers made available through the American Rescue Plan Act of 2021 (ARPA). Through the EHV program, eligible individuals and families who are referred through the CES will receive a wide array of supportive services to obtain and maintain housing. Services include outreach and engagement, program coordination, housing search and lease up, landlord advocacy, and security and utility deposit assistance. Through the region's Heading Home campaign to end family homelessness, the County and its partners have targeted the vast majority of its EHV's for homeless families.

Question 3

A description of specific actions the applicant will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Note: These actions should be aligned with the equity-focused Outcome Goals and related strategies described in previous Parts, but should not need to be limited to those strategies.

Question 3 Response

Coordinated Entry System Redesign

One of the most significant actions that the County of Santa Clara is undertaking to ensure racial and gender equity in service delivery is the redesign of its CES. Currently, the community utilizes the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) tool to access and triage the most vulnerable people, and those with the highest needs are prioritized for referral to appropriate and available housing and supportive services. While the VI-SPDAT is a useful triage tool for prioritizing people who are most in need of assistance, the tool has some shortcomings. For instance, the VI-SPDAT assessment can take up to 45 minutes and some of the assessment questions can be intrusive, stigmatizing, and potentially traumatizing. Asking someone in crisis to provide answers to sensitive personal questions may not be the best way to conduct an accurate assessment. Since recollections of past experiences (especially traumatic experiences) can be faulty, assessment scores may be inaccurate, particularly for already-stigmatized groups.

In addition, data and research from other jurisdictions who also utilize VI-SPDAT have shown that the tool can perpetuate some inequities. For example, data from other jurisdictions have shown that Black clients are systematically under-scored in VI-SPDAT assessments. Existing research shows that Black clients are reluctant to disclose histories of abuse, addiction, criminal justice engagement, homelessness, or mental illness, and this reluctance could be harming their chances of obtaining services when they rely on self-reported vulnerabilities. As such, the community's Coordinated Entry Work Group (CEWG) has embarked on a collaborative process to redesign the local CES. The goal of the CES redesign is to lessen the burden of discussing invasive questions on unhoused persons and providers, provide transparency about who will and who will not be housed through CES, improve equitableness of housing referrals, and create a process that more effectively prioritizes people with the highest need for support.

Beginning in mid-2022, the community will embark on a robust process to fully redesign its CES. The redesign process will be guided by a Prioritization Committee who will establish a guiding vision and goals for the redesign process, identify priorities, define "vulnerability," and make an initial recommendation to the CoC Board. The next phase will be guided by an Implementation Committee who will oversee and advance the redesign process to operationalize the vision of the Prioritization Committee, hold listening sessions to engage knowledge and expertise of persons with lived experience and other stakeholders, engage the CEWG to discuss persistent challenges and emerging opportunities, and propose a final system design recommendation for the Prioritization Committee to consider and endorse. Since persons with lived experience must be central in the assessment and prioritization re-design process, the Prioritization Committee will include a representative group of 10-12 people with lived experience of homelessness. The Prioritization Committee also includes a diversity mechanism to ensure input persons from specific identifies and experiences (e.g., BIPOC, LGBTQIA+, IPV survivors, formerly incarcerated, families, youth and young adults, veterans, etc.) are incorporated.

In July 2022, the Prioritization Committee will begin meeting and work to develop consensus on the values and priorities for the CES redesign. According to the tentative CES redesign timeline, the Prioritization Committee will make initial recommendations to the CoC Board in August 2022, and the Implementation

Committee will begin its work in Fall 2022. In Winter 2022, the Implementation Committee will report back to the Prioritization Committee and CEWG, make its recommendations to the CoC Board, and present the chosen redesign model with the community and partner stakeholders. Finally, in 2023, the community will evaluate the equity impact of the chosen model and implement a pilot of the new CES.

Ending Family Homelessness

Another effort to address inequities in Santa Clara County is the Heading Home campaign to end homelessness for families with minor children and improve the lives of unhoused families with children. Launched in April 2022, the goal of the Heading Home campaign is to achieve “functional zero” by 2025, wherein the number of housing placements for families is greater than the number of families entering homelessness. Local data highlight some of the racial and gender inequities in homeless families with children. Approximately 75% of single-parent heads of household in unhoused families are female. Unique to Santa Clara County, people who identify as Hispanic/Latinx comprise 43.7% of the homeless population, compared to 27% of the general population; 65% of families presenting to the Coordinated Entry System are Hispanic/Latinx.

To achieve the ambitious functional zero goal, the campaign partners – including D:H, County of Santa Clara, City of San José, SCCCHA, Cisco, and several other CoC partners – will work together to house 1,200 homeless families in the next year and then 600 per year annually going forward, employing four primary strategies:

- Emergency Housing Vouchers – HUD has awarded SCCCHA 1,033 EHV's, which will provide rental support to homeless households for up to ten years. The vast majority of these vouchers will be targeted towards homeless families.
- Rapid Rehousing – The coalition will expand its Rapid Rehousing programs, which provide a time-limited rental subsidy along with case management and supportive services, with a goal to serve another 200 homeless families annually.
- Homelessness Prevention Strategies – The coalition will work to expand homelessness prevention services so that fewer families fall into homelessness. This includes plans to expand the Homelessness Prevention System to serve 2,500 households annually by 2025 as well as new investments in Housing Problem-Solving programs, which quickly house families who recently became homeless and are sleeping on the street or in a place not fit for human habitation.
- Affordable and Supportive Housing Development – New affordable housing developments in the Measure A pipeline include approximately 1,000 new family apartments in five years. There is also the potential to expand further by leveraging Project Homekey funding that is dedicated to families.

Other County Initiatives

The County of Santa Clara also has several efforts underway to ensure racial and gender equity that can be leveraged by the Supportive Housing System.

- In early 2022, the County created a new office to build organizational capacity to address systemic inequities that contribute to poor outcomes for historically marginalized communities. The County appointed a Chief Equity and Inclusion Officer who will oversee a team of staff that will support all County departments to assess programs, services, and policies for explicit considerations of equity. These efforts will help to ensure that strategies and actions reduce rather than perpetuate inequities for all residents of Santa Clara County.
- The County is currently recruiting a Director of Diversity and Health Equity within its Health and Hospital System. The role of the position is to plan, direct, organize, coordinate, and evaluate efforts aimed at advancing healthcare equity and reducing disparities across all programs, services, and initiatives within the County's Health and Hospital System. This position will work to develop, support, and advocate for transformational policies and system wide changes that address root causes of health inequities, and work in partnership with the Health System leaders and community partners toward building trust in some of the most vulnerable communities that have health disparities.

- Since March 2019, the County has participated in the Government Alliance on Race and Equity (GARE), a national network of government agencies working to achieve racial equity and advance opportunities for all. Through GARE, various County departments have participated in Racial Equity Learning Cohorts and Departmental Action Teams.
- In August 2020, the County Board of Supervisors adopted a resolution declaring racism as a public health crisis. This action formally recognized the significant racial disparities in health outcomes that are a key focus of the work of public health professionals both locally and nationally and called upon the County and the broader community to take bold action to address this public health crisis.
- In September 2021, the County Board of Supervisors funded implementation of a community-developed Health Equity Agenda. The Health Equity Agenda will translate community recommendations from existing County Health Assessments into actionable strategies and policy and system changes in the form of a health equity action and implementation plan. There is significant evidence that to make sustainable changes that impact health equity, structural and systemic changes need to be made to address the root causes, such as poverty, racial discrimination, and systemic biases.

Question 4

A description of how the applicant will make progress in preventing exits to homelessness from institutional settings, including plans to leverage funding from mainstream systems for evidence-based housing and housing-based solutions to homelessness.

Note: Such mainstream systems could include:

- Physical and behavioral health care systems and managed care plan organizations
- Public health system
- Criminal legal system and system for supporting re-entry from incarceration
- Child welfare system
- Affordable housing funders and providers
- Income support programs
- Education system
- Workforce and employment systems
- Other social services and human services systems

Question 4 Response

Broadly, the County and its partners in the CoC adhere to institutional discharge planning and post-housing support policies and processes laid out in the CoC's Santa Clara Countywide Quality Assurance Standards for Homeless Housing & Service Programs (QAS). The quality assurance standards were developed with the expectation of providing quality, standardized services to persons who have become homeless and facilitate their successful re-entry back into their communities. All Santa Clara County Collaborative on Affordable Housing and Homeless Issues member agencies are expected to use the QAS as a benchmark and model for agency- and program level policies and procedures. Notwithstanding the standards laid out in the QAS, the County also leverages funding from across mainstream services to provide housing and housing-based solutions for homeless residents who are exiting institutional settings.

Physical and behavioral health care systems and managed care plan organizations

One of the most unique ways that the County has leveraged funding is through several Pay For Success (PFS) projects. PFS is an innovative outcomes-based financing and funding model that seeks to scale an

evidence-based social program to improve outcomes for a vulnerable population. The County has partnered with independent evaluators at the University of California, San Francisco, School of Medicine (UCSF) and Stanford University to study permanent supportive housing and community-based mental health services in a PFS model. Since 2013, the County has been pursuing two PFS projects designed to improve the efficiency and efficacy of service delivery to two vulnerable segments of the County's population: those experiencing chronic homelessness and those experiencing severe mental illness.

The County's first PFS project, Project Welcome Home, focused on providing permanent supportive housing and associated services to the chronically homeless. Launched in 2015, Project Welcome Home was the first PFS project in California. On September 17, 2020, researchers at UCSF's Benioff Homelessness and Housing Initiative published the results of the study in *Health Services Research*. The study found that Permanent Supportive Housing program intervention was able to house 86% of chronically homeless adults randomized to the treatment group based on their high use of multiple systems. Even the most frequent clients of medical, psychiatric, and emergency services were housed successfully.

In 2017, the County launched Partners in Wellness, its second PFS project. The project targets a group of severely mentally ill residents who frequently cycle in and out of the County's psychiatric emergency room, inpatient psychiatric facility, and other expensive contracted psychiatric facilities. Through Partners in Wellness, the County hopes to move away from an episodic, reactive model of care to a more proactive model that identifies individuals who are already, or are likely to become, frequent users of emergency and inpatient psychiatric services and provides them with more effective treatment in a community-based setting. The County is partnering with researchers at Stanford University's Department of Psychiatry and Behavioral Sciences to evaluate Partners in Wellness.

Public Health System

In recent years, the County's ability to leverage diverse funding streams – including federal Medi-Cal dollars, HUD funding, California state funding, and local tax revenues – has enabled OSH and BHSD to offer expanded services to their shared clients in the public health system. One of these programs includes the newly created Homeless Engagement and Access Team (HEAT), which is funded by the Mental Health Services Act. The HEAT is staffed by outreach specialists and clinicians who can treat unsheltered, uninsured people, engaging people where they are to build trust as a bridge to housing and long-term services. In 2019-20, the County also expanded existing mental health services, such as the Mobile Crisis Services Team, which trains and supports police departments in effectively interacting with community members who may be in crisis and experiencing unsheltered homelessness.

OSH also partners with the SCVMC's Hospital and Clinics system to provide primary care to people experiencing homelessness in Santa Clara County through the Valley Homeless Healthcare Program (VHHP). Each year, VHHP provides healthcare services to over 7,000 people, with services including:

- Primary care services, like physical exams, cancer screenings, testing for HIV and sexually transmitted infections, and treatment of conditions like diabetes and high blood pressure;
- Mental health services including psychiatric care and counseling for conditions like depression, anxiety, ADHD, and post-traumatic stress disorder (PTSD);
- Social support services, like help with income, transportation, food, and shelter;
- Substance use treatment services including medication-assisted treatments like buprenorphine and naltrexone for heroin, pain medication, or alcohol use;
- Legal services, including help from a public defender and lawyers.

VHHP services are set up to meet the needs of the community and are designed with accessibility in mind. VHHP's clinic locations across the county include the Valley Health Centers (VHC) at Alexian, VHC at HomeFirst Shelter, Bill Wilson Clinic, and Hope Clinic. VHHP also delivers health care services through three Mobile Health Centers that serve locations across Santa Clara County. Finally, VHHP meets the

unique healthcare needs of specific subpopulations and communities through its Medical Respite Program, Gender Clinic, Saludos Migrant Farmworker Clinic, Backpack Homeless Healthcare Program, and Teen Van.

Criminal legal system and system for supporting re-entry from incarceration

One of the chief collaborations and leveraged funding partnerships for reentry is between OSH and the ORS, serving homeless reentry participants who are exiting from incarceration. As noted above, OSH partners closely with ORS, including a partnership that co-locates staff at ORS' Reentry Resource Centers. An example of leveraged funding is the Reentry Rapid Rehousing (RRRH) program, which leverages a mix of diverse funding sources including AB109 Public Safety Realignment and State Emergency Solutions Grant (ESG) funds to provide evidence-based rapid rehousing services to persons experiencing homelessness who are reentering society after involvement with the criminal justice system. Supportive services include case management, housing search, and linkages to employment. Initially implemented in 2012 with capacity to serve 25 clients, the program has seen continued expansion and enhanced interagency coordination. The program currently leverages \$1.1 million in funding and has the capacity to serve up to 80 clients at a time. In FY20-21, 72% of individuals enrolled in the RRRH program exited to permanent housing destinations.

Child Welfare System

Another integral partnership to prevent exits to homelessness from the child welfare system is the FUP partnership with SSA and SCCHA. In addition to serving families as detailed above, the FUP assists homeless (or at risk of homelessness) TAY aged 18-24, who left foster care at age 16 or older or will leave foster care within 90 days, with housing assistance and supportive services to increase housing stability. The FUP partners with a CBO who specializes in serving homeless TAY to provide housing case management through an Independent Living Program (ILP). ILP case managers help FUP youth to locate housing units, conduct landlord advocacy, and secure suitable housing. The FUP program leverages Tenant Protection Vouchers (TPV) from HUD's Foster Youth Initiative to provide housing vouchers to participants, and eligible participants can use the TPVs for a period of at least 36 months. Once housed, FUP provides additional supportive services to youth, including counseling on basic life skills, financial counseling, health and wellness support, housing support, and employment assistance to support ongoing self-sufficiency.

Affordable Housing Funders and Providers

The homelessness crisis is a complex problem, and the County recognizes that preventing exits from institutional settings is only one part of the equation. The Supportive Housing System cannot be successful if there are no affordable housing options to place people who are exiting institutional settings. To build more affordable and supportive housing, the County catalyzes housing development in several ways: through the Measure A affordable housing bond, leveraging other public funding sources for affordable housing development, and leveraging private sector philanthropic funding sources.

The OSH, through its Housing and Community Development division, manages \$1.14 billion in capital funding for affordable housing development. The primary source of this funding comes from the Measure A Affordable Housing Bond. In November 2016, Santa Clara County voters approved Measure A, a \$950 million affordable housing bond. Measure A provides the County with an unprecedented opportunity to partner with cities, residents, and the affordable and supportive housing community to significantly address the housing needs of the community's poorest and most vulnerable residents. Measure A funds provide affordable housing for vulnerable populations including veterans, seniors, the disabled, low- and moderate-income individuals, or families, foster youth, victims of abuse, the homeless and individuals suffering from mental health or substance abuse illnesses. The bond proceeds would contribute to the creation and preservation of approximately 4,800 affordable housing units.

While the Measure A Housing Bond is the primary funding source for multi-family housing development, the County also uses several other funding sources to support its housing development goals. To increase

the production of supportive and affordable housing, OSH leverages other County General Funds, private affordable housing development funds, as well as Federal and State funding sources. The \$1.14 billion in capital funding for affordable housing development that the County administers includes \$27.4 million in local County general funds, \$42.7 million from the Stanford Affordable Housing Fund, \$73.6 million through three (3) rounds of No Place Like Home funding, and \$30 million of Affordable Housing funds for the Intellectually and Developmentally Disabled (I/DD). By leveraging other public and private funding sources, the implementation of Measure A is on pace to meet the goal to finance or complete 4,800 Housing Bond funded units.

Lastly, OSH and its partners collaborate with D:H to leverage private funding. The partners catalyze the production of affordable and supportive housing through D:H's Supportive Housing & Innovation Fund (SHIF) and the Community Housing Fund (CHF). Established in 2018 with a \$50 million gift from Cisco Systems, the SHIF provides the private sector with a means to strategically partner with local government, leverage public funding, and share in a joint approach towards ending homelessness in our community. In late 2019, Apple also announced a \$50 million contribution to the fund. Since its inception, the SHIF has invested more than \$50 million towards building more deeply affordable housing and pioneering innovative solutions that can help accelerate progress towards ending homelessness in Silicon Valley. One of the SHIF's investment focus areas is spurring the development of new housing opportunities for formerly homeless and extremely low income (ELI) households. D:H's Supportive Housing & Innovation Fund has leveraged private funding to provide no-interest or low-interest acquisition and pre-development financing for 25 ELI and supportive housing developments with more than 2,300 units.

Income Support Programs

In May 2020, the County Board of Supervisors approved a Transition-Age Youth Basic Income Pilot Project, the first of its kind in the nation to specifically benefit this vulnerable population. Funded by a \$900,000 initial investment from County funds, the pilot provides 72 former foster youth with \$1,000 per month basic income for one year. The County's investment is enhanced through a partnership with Excite Credit Union and MyPath. Excite Credit Union, which advocates for foster youth, provides in-kind support to the pilot by offering financial mentorship in coordination with MyPath to all 72 young adults who chose to utilize their services. MyPath is providing training to six financial coaches from Excite Credit Union around effective financial coaching and mentoring with young adults and will provide ongoing support for the program. In June 2021, the Board approved an amendment extending the Basic Income Pilot and in January 2022, the Board approved a third amendment extending the pilot for a total of 24-months and expanding the pilot to a second cohort of 50 former foster youth.

Santa Clara County's Basic Income Pilot has also served as a model for state-wide implementation of other guaranteed income pilots. In Spring 2022, the California Department of Social Services (CDSS) issued preliminary RFA for a Guaranteed Income Pilot Program. The State has allocated \$35 million for the pilot program over five years. The County's Basic Income Pilot has served as a model for state-wide implementation guaranteed income for homeless students. In May 2022, the California State Senate passed Senate Bill 1341 which would establish the California Success, Opportunity, and Academic Resilience (CalSOAR) program. Under the proposed legislation, CalSOAR would provide guaranteed income to 15,000 homeless graduating high school seniors. Although the bill did not garner enough votes to clear the California Assembly, the County Board of Supervisors expressed its commitment to move the proposed state-wide framework forward through a local implementation.

Workforce and employment systems

As detailed above, through the Destination: Work initiative, County partners aim to create living wage job pathways and connect formerly homeless individuals to living wage jobs. One of the ways the Employment Pathway Initiative is providing individuals with career and vocational training is the County's Culinary Arts Career Training Program. Through a partnership with JobTrain, the program provides coordinated support services for rapid re-housing clients, including individual assessment, employment placement, lecture in the theory of culinary arts, and hands-on training in a commercial kitchen. The program has a capacity to

enroll 24 students each year, and leverages County General funds. The goal of the program is that 80% of program graduates be placed into a full-time job within three months of graduation, with an average starting wage of \$18.50 per hour.

Question 5

Specific and quantifiable systems improvements that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

(IV) Improving homeless point-in-time counts.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

Question 5 Response

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

In 2019, the Santa Clara County CoC and the CEWG conducted a CES Evaluation to identify areas where Santa Clara County's coordinated entry, assessment, and prioritization process could be strengthened. The CEWG convened five public meetings, where homeless service providers, persons with lived experience, and the LEAB undertook an analysis of HMIS data driven by two core values: reaching and prioritizing the most vulnerable persons and ensuring that the CES operates in a manner that is fair, just, and equitable. Based on the findings in the CES Evaluation report, the CEWG identified several goals and strategies for strengthening the CES.

For example, in response to CES Evaluation findings around disparities in coordinated entry access and prioritization for LGBTQIA+ and BIPOC community members, the CEWG endorsed forming teams of specialized assessors - people trained to administer the VI-SPDAT who possess specific cultural sensitivity, skill, and competency working with the identified populations to lead targeted outreach to CBOs. In addition, the CEWG recommended providing cultural literacy and responsiveness training to staff to ensure that the CoC is creating welcoming, safe spaces for clients. To advance equity at all intersections, the CoC has begun offering intensive six-hour trainings on LGBTQIA+ preparedness for providers, based on the evidence-informed, strength-based RISE model for supporting LGBTQIA+ youth. The CoC is also in the process of undergoing an LGBTQIA+ inclusion assessment of the adult shelter system with True Colors United and is looking to undergo similar trainings and inclusion assessments for various subpopulations over the coming years.

As the efforts to strengthen the CES are evident, improving access and equity within the Supportive

Housing System is a core strategy of our community's work. Research show that structural racism has not only resulted in homelessness disproportionately impacting people of color in our community, but also led to the systemic underfunding of non-profits led by people of color. To build capacity and develop community-based service providers, D:H – one of the County's principal partners in the Supportive Housing System – launched its new Andre Ellison Equity Fund. Created in memory of a founding executive member of the Santa Clara County's LEAB, the goal of the fund is to support the outstanding work of organizations led by people with lived experience of homelessness and/or people of color – those who best know the needs of their community. The fund began by committing a total of \$2.75 million over a three-year period to seven (7) local grass-roots organizations.

In addition to building local CBO provider capacity, the County has partnered with D:H to invest private dollars to address other challenges, particularly challenges in the local housing development landscape that can impede the pace of affordable and supportive housing production. This includes expanding capacity within local partner non-profit affordable housing developers. Developing new affordable housing projects is no easy task, and the scale at which we can produce affordable housing is dependent on our non-profit developers having the manpower to shepherd prospective projects through the development process. As a result, D:H has awarded multi-year grants to provide flexible funding at eight (8) key non-profit affordable housing developer partners to help accelerate a development pipeline that collectively includes 1,600 prospective supportive or ELI units.

Finally, as part of its efforts to bolster equal access to contract opportunities, the County of Santa Clara recently launched an ambitious, comprehensive disparity study in February 2022. The goal is to better understand the full landscape of Santa Clara County's business community and identify ways to create a more inclusive and accessible contracting process with increased participation from underrepresented and diverse businesses – including potential vendors who face language and cultural barriers. The disparity study will analyze the County's use of vendors from underrepresented communities across its entire portfolio of contracted goods and services. A significant part of the study will incorporate the community's voice and include outreach meetings to hear from local vendors, particularly minority-, women-, LGBTQ-, and disabled veteran-owned businesses.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

In 2019, the County of Santa Clara partnered with D:H, Homebase, a national technical assistance provider on homelessness, and Viztric, a data strategy consultancy, to conduct a Technology Needs Assessment of the Supportive Housing System. The goal of the assessment was to identify opportunities to leverage data and technology to strengthen the system of care. Based on stakeholder feedback, the assessment also developed a range of actionable recommendations responsive to each of the needs identified. The recommendations include current priorities that meet immediate and foundational needs across the system, and longer-term solutions that, while essential to improving the system, would be more effectively sequenced after other recommendations have been implemented.

One of the needs and challenges identified through the assessment was data collection and integration in HMIS. Specifically, many providers identified challenges with collecting data through multiple data systems. End users also identified a need for further integration with Clarity Human Services, the County's HMIS software, to reduce duplicative data entry, the burden it places on agency staff, and its negative impact on data quality. To support the goal of improving client services and outcomes, the County is partnering with Bitfocus, its HMIS system administrator, to pilot and build an efficient and accessible means to integrate data from relevant external and third-party data systems through an Application Program Interface (API). The API would allow secure, efficient, and automated communication between HMIS and another database. The ability to import data will be critical in reducing time spent on duplicate data entry, thus increasing time spent providing direct services to clients. The automation of the data interface between the two databases will not only reduce data entry, but also reduce data quality issues.

The scope of this pilot project focuses on the core API functionality, developing a sustainable and intentional framework supporting the pilot data integration, while also providing extensibility for future integrations. Although some privacy and legal hurdles remain, the long-term goal of the County is for broader integration of data across systems, including County health, mental health, criminal justice, and other departments to improve coordination across systems and provide a holistic view of the experience and outcomes of people experiencing homelessness across the county.

The Technology Needs Assessment also identified the need to improve and increase client engagement. Specifically, service providers and clients of homeless services indicated a need for better communication between provider staff and their clients, as well as the need for systems that empower consumers to access services and maintain access to their own information. Participants with lived experience who have interacted with the Supportive Housing System were integral in identifying this need. Feedback gathered from the assessment, including focus groups with people currently experiencing homelessness, found that developing and implementing a customer portal to HMIS could help to address several challenges, including streamlining communication with service providers, empowering consumers to maintain necessary records safely and securely, and increasing accessibility to homeless services resources and housing (including interim housing and emergency shelter).

Taking the recommendations from the Technology Needs Assessment and input from persons with lived experience, the County and its partners began the planning and implementation process for the Customer Portal, a secure website connected to Clarity that enhances the connection between clients and their care team. The goal of the Customer Portal is to provide client-centered tools designed to support individuals experiencing homelessness in the case management and housing navigation process. Locally, the Customer Portal allows customers and clients to view and update their information stored within HMIS, including location, contact information, Releases of Information, and the status of their request for housing assistance (also known as the Community Queue referral status). Funded by D:H, the County and its partners officially launched the Customer Portal in late 2021, with a cohort of pilot service providers to help make informed decisions about the Portal's administration, community engagement, performance, optimal workflow process, and future functionality. The information, experience, and insight pilot participants provided will be used to inform decision-making to maximize the Portal's impact. Currently, the Customer Portal is in client access beta phase. The County is partnering with the LEAB to recruit currently homeless individuals to provide feedback on the Customer Portal, which will be used to make improvements ahead of community-wide implementation.

Finally, Santa Clara County's CoC, in collaboration with Bitfocus, hosts quarterly Data Engagement Workshops (DEW) aimed at increasing data literacy at HMIS partner agencies in the region. The workshops consist of a series of training opportunities and development of learning materials for the CoC and community partners. The DEW trainings cover a wide range of topics including using built-in Clarity dashboard and reporting tools, HMIS data reports and data analysis tools, release of information monitoring, HMIS client data entry best practices, and understanding and presenting demographic information.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

OSH and the County collaborates with the SCCHA to accelerate affordable housing development by pooling and aligning housing and services funding. The County and SCCHA have a long history of partnership, including the Chronically Homeless Direct Referral program, which allows SCCHA to issue vouchers to chronically homeless households that have been assessed and referred through the County's CES. The program currently services over 900 chronically homeless households. The SCCHA is an active and experienced affordable housing developer, with a robust pipeline of over 1,200 units of affordable housing. SCCHA's current pipeline includes eight new construction projects (867 units), two renovation developments (164 units), and two Project Homekey developments (211 units).

Since late 2020, OSH and SCCHA have collaborated on an innovative approach to leverage County Measure A funding and SCCHA's development sites to increase affordable housing development county-wide. To formalize the partnership, the County and the SCCHA entered a MOU to accelerate the funding and production of SCCHA's new affordable housing developments. The MOU allows both agencies to better align programs, and streamline collaboration, underwriting, and funding approvals. As part of the framework for collaboration, the County would commit Measure A housing bond funds for the development costs of targeted projects. Meanwhile, the SCCHA would act as the lead developer responsible for all pre-development, development, and close-out work. This includes property acquisition, entitlement and land-use changes, community outreach, design development, financing, construction, and project lease-up. Although the County and the SCCHA have initially targeted three sites for collaboration in the MOU, the partners will seek to collaborate on other future affordable housing projects when appropriate.

During the COVID-19 pandemic, the County oversaw non-congregate shelters in motels, including 18 hotels and motels across eight different jurisdictions in the County. To quickly respond to the health emergency, the County pooled and aligned new funding through Project Roomkey, a California-wide effort to secure hotel and motel rooms across the state to move individuals experiencing homelessness who were most vulnerable to COVID-19 to safer locations. As the pandemic progressed, the County understood that non-congregate sheltering was not a stable, long-term housing solution and recognized an opportunity to permanently house homeless individuals. Utilizing a mix of Housing Problem Solving techniques and leveraging Federal ESG-CV rapid rehousing funds from the CARES Act, the County began facilitating permanent housing placements for homeless clients in non-congregate shelter.

Building on the lessons learned from Project Roomkey, the County also pooled and aligned new funding resources available through Project Homekey, a statewide effort to sustain and rapidly expand housing for persons experiencing homelessness or at risk of homelessness, and who are, thereby, inherently impacted by COVID-19 and other communicable diseases. Through a regional collaboration, the County optimized this unique funding opportunity to rapidly develop solutions for our unhoused community consistent with the 2020 Community Plan to End Homelessness. Specifically, the County engaged with the community through City Council study sessions and one-on-one stakeholder engagements to identify a range of housing opportunities that address current gaps in the system and add capacity to the existing system. Hillview Court is an example of pooled funding resources. The County utilized \$29.2 million Homekey award and leveraged a \$25 million bridge loan from Measure A to acquire and rehabilitate a motel, creating 134 units of new permanent supportive housing for the community.

(IV) Improving homeless point-in-time counts.

With its February 2022 point-in-time (PIT) count, which had been postponed from January 2021 due to COVID-19, the Santa Clara County CoC made two notable changes to improve the homeless PIT count. The first change was a new sign-up and deployment process that allowed Group Leads and Volunteers to coordinate before the PIT. The new process allowed leads and volunteers to select PIT census tract assignments they were familiar with and utilize mapping features to become more familiar with locations and routes they would cover. The new process also eliminated the need for centralized deployment centers, make PIT coordination more COVID-safe. Safety was especially critical, as the region was amid an omicron-fueled surge during the 2022 PIT. Finally, the new sign-up and deployment process helped to expedite the PIT count process, helping volunteers to get out and start counting sooner, as they did not have to wait at a deployment center on the morning of the PIT to be assigned out.

The other significant improvement was the use of a mobile app, Survey 123 by ESRI. Use of the mobile app increased efficiency in the data tabulation process for the contracted researchers because they did not have to complete manual data entry from paper count sheets as they had in prior years. Rather, they could simply download and validate the data entered in the app by PIT count volunteers. Use of the app also improved the process for volunteers. Volunteers reported that they found the app more effective because it

allowed a map function to pinpoint locations and showed which count area was covered. They also found the app intuitive and easy to use, resulting in a more useful and easier overall experience.

Among improvements already discussed for the 2023 PIT count is to improve training to properly use the app and how counting teams should be structured. One drawback that volunteers reported was that the app was challenging to use without a second or third person on volunteer teams, especially for teams that were conducting the counts by car, driving down every street in the census tract to conduct visual counts. The CoC and its contract PIT partner believe this is something that can be easily corrected in future PIT counts by more clearly describing the best composition of a team.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

In Santa Clara County, the CES is a consistent, community-wide intake process to match people experiencing homelessness to existing community resources that are best fit for their situation. To ensure that the CES is working effectively and equitably, the community convenes its CEWG to evaluate the system and suggest improvements. At its regular meetings, the CEWG reviews and analyzes assessment and referral data across demographics (e.g., race, ethnicity, gender, age, household type, disability types, and primary language), to see if different demographic groups are being fairly represented in assessments and housing referrals.

As detailed above, our community is embarking on a process to fully redesign the CES. A primary impetus for the redesign is a desire to improve the equitableness of assessment prioritization and housing referrals. While the VI-SPDAT is an effective triage tool for determining acuity and chronicity, a weakness of self-report-based assessments is that they can perpetuate inequitable outcomes. For example, research and data have shown that Black clients systematically understated risks and had lower scores even though they had the same number of verifiable ground truth risks. This systematic under-scoring can ultimately lead to inequitable referrals to housing resources.

To eliminate racial bias in the CES, the County and its partners are committed to sharing power with neighbors with lived expertise and centering racial equity throughout the CES redesign process. The first step in moving the CES redesign forward is establishing a Prioritization Committee, including a representative group of 10-12 people with lived experience of homelessness. In addition, following a diversity mechanism adapted from the LEAB, the Prioritization Committee will ensure input persons from specific identifies and experiences, including voices from persons of color, LGBTQIA+, IPV survivors, families, and youth and young adults. The goal of the Prioritization Committee will be to establish a guiding vision and goals for the redesign process, identify priorities, define "vulnerability", and make an initial recommendation to the CoC Board.

To best meet the specific needs of youth experiencing homelessness, the Santa Clara County CoC utilizes the TAY VI-SPDAT. Designed by OrgCode, Community Solutions, and the Corporation for Supportive Housing, the TAY-VI-SPDAT triage tool is designed specifically for youth aged 24 or younger. In October 2021, the CEWG examined a new version of the tool, TAY VI-SPDAT 2.0, and made several proposed changes. To further investigate, the CEWG convened a TAY VI-SPDAT Subcommittee to examine local data and make recommendations about whether to adopt the new tool locally. A closer analysis by the Subcommittee found that the proposed changes would not have the intended impact, and ultimately the CEWG decided not to implement the new version. Instead, the CEWG had confidence that strong youth representation on the CES Redesign Prioritization Committee would drive meaningful changes for youth and young adults across the system. Currently, there are four youth and young adults on the CES Prioritization Committee, and members of the YAB will also be instrumental in the redesign of the CES.

Although a full redesign is in process, the community continues to refine and improve its CES in the meantime. In 2022, the County and CoC plan to pilot a Specialized Assessor Outreach model. Borne out of recommendations to strengthen ability of CES to reach Spanish speakers, API speakers, and LGBTQIA+ persons, the pilot approach includes identifying existing staff with culturally specific skills or hiring specialized assessors to conduct targeted outreach and on-call assessments for CES access points. The pilot model will also explore how to incorporate specialized assessors into the scopes of work for existing community outreach teams.

Question 6

Evidence of connection with the local homeless Coordinated Entry System.

Question 6 Response

The County of Santa Clara, by and through the OSH, plays a dual role in the local continuum of care. OSH serves as the Santa Clara County CoC's collaborative applicant and HMIS Lead for HUD CoC Program funding. As the collaborative applicant, OSH coordinates services across the supportive housing system, administers the local CES, and leads efforts to expand coordinated entry. In its role, OSH also convenes the CEWG, the work group that evaluates how effectively the CES is working and suggests improvements to the system. OSH also implements community wide performance benchmarks, including the HUD System Performance Measures. At the same time, OSH is the direct grantee for 20 HUD CoC grants totaling over \$26 million.

In Santa Clara County, the CES is a streamlined process for matching people experiencing homelessness to community resources that are the best fit for their situation, prioritizing the most vulnerable households. The CES covers the entire geographic area of the CoC and operates using a "no wrong door" approach, so that a household seeking assistance at any access point across the county will receive the same assessment. Currently, the community utilizes the VI-SPDAT assessment tool to determine the level of need and priority for housing assistance. This unique "no wrong door" approach helps to lower the barrier entry, reducing the need for people to traverse the county seeking assistance at every service provider separately. Most importantly, once assessed, homeless clients are then connected to appropriate housing referrals, including permanent supportive housing, rapid rehousing, prevention, and other non-housing interventions through the Community Queue.

OSH and the CoC affirmatively market housing and supportive services to eligible persons in the CoC's geographic area who are least likely to apply in the absence of special outreach, including the following sub-populations: people experiencing chronic homelessness, veterans, families with children, youth, and survivors of domestic violence. Outreach is designed to ensure the coordinated entry process is available to all eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status. All marketing materials clearly convey that access points are accessible to all sub-populations, and the CES leverages existing services centers with ties to target subpopulations (people with developmental disabilities, TAY & young parent families, families with children, fleeing DV, limited English proficiency, etc.) as access points. Currently, there are over 70 access points across the County, and include partner agencies that specialize in providing services to underserved and marginalized communities. The CE also reaches vulnerable populations through extensive street and medical outreach, including outreach at homeless encampments.

Certification

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Yes

Table 1. Landscape Analysis of Needs and Demographics

	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	9,605	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Sheltered (ES, TH, SH)	1,683	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Unsheltered	7,922	2020 PIT Count - CA-500 (01/28/2020)
Household Composition		
# of Households without Children	7,243	2020 PIT Count - CA-500 (01/28/2020)
# of Households with At Least 1 Adult & 1 Child	235	2020 PIT Count - CA-500 (01/28/2020)
# of Households with Only Children	220	2020 PIT Count - CA-500 (01/28/2020)
Sub Populations and Other Characteristics		
# of Adults Who are Experiencing Chronic Homelessness	2,495	2020 PIT Count - CA-500 (01/28/2020)
# of Adults Who are Experiencing Significant Mental Illness	2,636	2020 PIT Count - CA-500 (01/28/2020)
# of Adults Who are Experiencing Substance Abuse Disorders	1,924	2020 PIT Count - CA-500 (01/28/2020)
# of Adults Who are Veterans	613	2020 PIT Count - CA-500 (01/28/2020)
# of Adults with HIV/AIDS	73	2020 PIT Count - CA-500 (01/28/2020)
# of Adults Who are Survivors of Domestic Violence	439	2020 PIT Count - CA-500 (01/28/2020)
# of Unaccompanied Youth (under 25)	1,848	2020 PIT Count - CA-500 (01/28/2020)
# of Parenting Youth (under 25)	49	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Children of Parenting Youth	52	2020 PIT Count - CA-500 (01/28/2020)
Gender Demographics		
# of Women/Girls	3,425	2020 PIT Count - CA-500 (01/28/2020)
# of Men/Boys	5,963	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Transgender	173	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Gender Non-Conforming	44	2020 PIT Count - CA-500 (01/28/2020)
Ethnicity and Race Demographics		
# of People Who are Hispanic/Latino	4,056	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Non-Hispanic/Non-Latino	5,549	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Black or African American	1,856	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Asian	355	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are American Indian or Alaska Native	791	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Native Hawaiian or Other Pacific Islander	144	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are White	4,101	2020 PIT Count - CA-500 (01/28/2020)
# of People Who are Multiple Races	2,358	2020 PIT Count - CA-500 (01/28/2020)

Table 2. Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversion Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [Identify]	Source(s) and Timeframe of Data
Household Composition									
# of Households without Children	2,173	1,127	661	5,037		1,277	4,008		HMIS (04/01/2021-03/31/2022)
# of Households with At Least 1 Adult & 1 Child	319	718	33	641		1,212	192		HMIS (04/01/2021-03/31/2022)
# of Households with Only Children	0	0	0	137		2	5		HMIS (04/01/2021-03/31/2022)
Sub-Populations and Other Characteristics									
# of Adults Who are Experiencing Chronic Homelessness	1,842	659	143	2,455		45	2,375		HMIS (04/01/2021-03/31/2022)
# of Adults Who are Experiencing Significant Mental Illness	1,993	517	298	1,743		428	2,182		HMIS (04/01/2021-03/31/2022)
# of Adults Who are Experiencing Substance Abuse Disorders	1,328	236	362	961		66	1,620		HMIS (04/01/2021-03/31/2022)
# of Adults Who are Veterans	196	411	157	354		139	200		HMIS (04/01/2021-03/31/2022)
# of Adults with HIV/AIDS	56	17	14	64		18	70		HMIS (04/01/2021-03/31/2022)
# of Adults Who are Survivors of Domestic Violence	802	468	127	1,132		322	1,393		HMIS (04/01/2021-03/31/2022)
# of Unaccompanied Youth (under 25)	17	110	110	389		70	347		HMIS (04/01/2021-03/31/2022)
# of Parenting Youth (under 25)	5	87	24	68		33	18		HMIS (04/01/2021-03/31/2022)
# of People Who are Children of Parenting Youth	8	129	27	91		50	25		HMIS (04/01/2021-03/31/2022)
Gender Demographics									
# of Women/Girls	1,559	1,723	181	3,024		3,574	1,968		HMIS (04/01/2021-03/31/2022)
# of Men/Boys	1,782	1,889	526	4,425		2,728	2,685		HMIS (04/01/2021-03/31/2022)
# of People Who are Transgender	16	7	19	33		7	19		HMIS (04/01/2021-03/31/2022)
# of People Who are Gender Non-Conforming	4	4	12	25		5	14		HMIS (04/01/2021-03/31/2022)
Ethnicity and Race Demographics									
# of People Who are Hispanic/Latino	1,636	2,099	304	3,892		4,588	2,324		HMIS (04/01/2021-03/31/2022)
# of People Who are Non-Hispanic/Non-Latino	1,716	1,519	430	3,490		1,581	2,280		HMIS (04/01/2021-03/31/2022)
# of People Who are Black or African American	467	523	140	1,062		519	650		HMIS (04/01/2021-03/31/2022)
# of People Who are Asian	97	228	43	450		346	235		HMIS (04/01/2021-03/31/2022)
# of People Who are American Indian or Alaska Native	227	238	34	494		149	331		HMIS (04/01/2021-03/31/2022)
# of People Who are Native Hawaiian or Other Pacific Islander	60	91	23	170		90	100		HMIS (04/01/2021-03/31/2022)
# of People Who are White	2,178	2,250	405	4,192		3,504	2,614		HMIS (04/01/2021-03/31/2022)
# of People Who are Multiple Races	259	239	44	463		173	304		HMIS (04/01/2021-03/31/2022)

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided		Populations Served <i>(please x the appropriate population[s])</i>
Homekey (via HCD)	FY 2021-2022	\$ 38,802,703.00	State Agency	Permanent Supportive and Service-Enriched Housing	Homekey Round 2 provides grant funding to develop a broad range of housing types, including but not limited to hotels, motels, hostels, single-family homes and multifamily apartments, adult residential facilities, and manufactured housing, and to convert commercial properties and other existing buildings to Permanent or Interim Housing.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
California COVID-19 Rent Relief Program - via HCD	FY 2021-2022	\$ 29,355,571.00	State Agency	Rental Assistance	The CA COVID-19 Rent Relief program provides greatly needed rent relief to California landlords and renters who have faced financial hardships due to the COVID-19 pandemic.		ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth X Individuals and households below 80% AMI and at risk of experiencing homelessness or housing instability
Emergency Rental Assistance (ERA) - via Treasury	FY 2021-2022	\$ 26,938,648.00	Federal Agency	Rental Assistance	ERA program makes funding available to assist households that are unable to pay rent or utilities.		ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth X Individuals and households at risk of experiencing homelessness or housing instability
HOME - American Rescue Plan Program (HOME-ARP) - via HUD	FY 2021-2022	\$ 3,599,966.00	Federal Agency	Permanent Supportive and Service-Enriched Housing	HOME-ARP provides funding to assist individuals or households who are homeless, at risk of homelessness, and other vulnerable populations. HOME-ARP provides housing, rental assistance, supportive services, and non-congregate shelter, to reduce homelessness and increase housing stability across the country.		ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
HOME Program - via HUD	FY 2021-2022	\$ 993,289.00	Federal Agency	Permanent Supportive and Service-Enriched Housing	The HOME program provides formula grants to states and localities to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.		ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
Emergency Solutions Grants - CV (ESG-CV) - via HCD	FY 2021-2022	\$ 24,584,926.00	State Agency	Non-Congregate Shelter/ Interim Housing	ESG-CV provides funding to prevent, prepare for, and respond to coronavirus, among individuals and families who are homeless or receiving homeless assistance and to support additional homeless assistance and homelessness prevention activities to mitigate the impacts created by coronavirus.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS TARGETED POPULATIONS (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
	FY 2022-2023						
	FY 2023-2024						

Emergency Solutions Grants (ESG) - via HCD	FY 2021-2022	\$ 873,819.00	State Agency	Rental Assistance		The ESG program provides grant funding to engage homeless individuals and families living on the street, rapidly re-house homeless individuals and families, help operate and provide essential services in emergency shelters for homeless individuals and families, and prevent individuals and families from becoming homeless.	X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Non-Congregate Shelter/ Interim Housing					People Exp Chronic Homelessness	Veterans	Parenting Youth	
				Administrative Activities					People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
									People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	
Community Development Block Grant - CV (CDBG-CV) - via HUD	FY 2021-2022	\$ 2,375,809.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		CDBG-CV provides grants to states, insular areas, and local governments to prevent, prepare for, and respond to the spread of COVID-19		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023			Permanent Supportive and Service-Enriched Housing					People Exp Chronic Homelessness	Veterans	Parenting Youth	
	FY 2023-2024			Administrative Activities					People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2024-2025								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	
Community Development Block Grant (CDBG) - via HUD	FY 2021-2022	\$ 1,591,296.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		The CDBG Program provides annual formula grants to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
				Permanent Supportive and Service-Enriched Housing					People Exp Chronic Homelessness	Veterans	Parenting Youth	
				Administrative Activities					People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
									People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	
No Place Like Home (NPLH) - via HCD	FY 2021-2022	\$ 73,722,719.00	State Agency	Permanent Supportive and Service-Enriched Housing		The No Place Like Home (NPLH) program serves California's most vulnerable homeless population-people with severe mental illness who are experiencing homelessness or who are exiting institutions (such as correctional facilities) and have a history of experiencing homelessness.		ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)			
	FY 2022-2023								People Exp Chronic Homelessness	Veterans	Parenting Youth	
	FY 2023-2024								People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth	
	FY 2024-2025								People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 60,363,876.02	State Agency	Non-Congregate Shelter/ Interim Housing	Systems Support Activities	The HHAP program provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges, develop a unified regional response to homelessness, and end and prevent homelessness in their communities.		X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			Rental Assistance	Administrative Activities					People Exp Chronic Homelessness	Veterans	Parenting Youth
	FY 2023-2024			Diversion and Homelessness Prevention						People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
	FY 2024-2025			Diversion and Homelessness Prevention						People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
FEMA Public Assistance Program Category B - via FEMA	FY 2021-2022	\$ 8,100,000.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		FEMA provides emergency shelter and non-congregate sheltering for health and medical-related needs during the COVID-19 pandemic, such as isolation and quarantine resulting from the public health emergency.		X	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023									People Exp Chronic Homelessness	Veterans	Parenting Youth
										Illness	People Exp HIV/ AIDS	Youth
									People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	
CalWORKs Housing Support Program (HSP) - via CDSS	FY 2021-2022	\$ 6,500,000.00	State Agency	Permanent Supportive and Service-Enriched Housing		CalWORKs HSP provides housing-related supports to eligible families experiencing homelessness in the CalWORKs program. The program financial assistance and housing-related wrap-around supportive services, including, but not limited to: rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, hotel and motel vouchers, legal services, and credit repair.			ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
										People Exp Chronic Homelessness	Veterans	Parenting Youth
										People Exp Severe Mental Illness	People Exp HIV/ AIDS	Children of Parenting Youth
									People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)	

Housing and Disability Advocacy Program (HDAP) - via CDSS	FY 2021-2022	\$ 285,668.00	State Agency	Permanent Supportive and Service-Enriched Housing	HDAP provides outreach, case management, benefits advocacy and housing supports to individuals who are disabled or likely disabled and who are experiencing homelessness. People experiencing chronic homelessness and those who rely most heavily on state and county funded services are prioritized.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				X People Exp Chronic Homelessness			Veterans	Parenting Youth	
				People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth	
							People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
Bringing Families Home (BFH) - via CDSS	FY 2021-2022	\$ 1,365,644.00	State Agency	Rental Assistance	BFH offers financial assistance and housing-related wrap-around supportive services, including, but not limited to: rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, hotel and motel vouchers, legal services, and credit repair.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				People Exp Chronic Homelessness			Veterans	Parenting Youth	
				People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth	
							Abuse Disorders	Unaccompanied Youth	X Families w/ children
Continuum of Care Program (CoC) - via HUD	FY 2021-2022	\$ 31,236,117.00	Federal Agency	Permanent Supportive and Service-Enriched Housing	The CoC program assists individuals (including unaccompanied youth) and families experiencing homelessness and provides services needed to help such individuals move into transitional and permanent housing, with the goal of long-term stability. The CoC Program provides funds to support: Permanent Housing, Transitional Housing, Supportive Services Only, HMLS, and Homelessness Prevention.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			X People Exp Chronic Homelessness			Veterans	X Parenting Youth	
				People Exp Severe Mental Illness			X People Exp HIV/ AIDS	X Children of Parenting Youth	
							X People Exp Substance Abuse Disorders	X Unaccompanied Youth	Other (please enter here)
Other (enter funding source under dotted line)	FY 2021-2022	\$ 10,500,000.00	Federal Agency	Permanent Supportive and Service-Enriched Housing	The Youth Homelessness Demonstration Program (YHDP) is a federal demonstration grant program administered by HUD which aims to encourage and support coordinated community approaches to prevent and end youth homelessness.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			Homelessness			Veterans	X Parenting Youth	
	FY 2023-2024			Illness			People Exp HIV/ AIDS	X Youth	
HUD Youth Homelessness Demonstration Program	FY 2024-2025						People Exp Substance Abuse Disorders	X Unaccompanied Youth	Other (please enter here)
Other (enter funding source under dotted line)	FY 2021-2022	\$ 2,580,995.00	State Agency	Non-Congregate Shelter/ Interim Housing	The California Emergency Solutions and Housing (CESH) Program provides funds for a variety of activities to assist persons experiencing or at risk of homelessness as authorized by SB 850 (Chapter 48, Statutes of 2018).	X ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
	FY 2022-2023			People Exp Chronic Homelessness			Veterans	Parenting Youth	
	FY 2023-2024			Illness			People Exp HIV/ AIDS	Youth	
California Emergency Solutions and Housing (CESH)	FY 2024-2025						People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
Other (enter funding source under dotted line)	FY 2021-2022	\$ 6,634,519.00	State Agency	Non-Congregate Shelter/ Interim Housing	Project Roomkey was established in March 2020 as part of the statewide, locally driven and state supported initiative to provide emergency non-congregate shelter protective placements, such as hotels and motels, for people experiencing homelessness and in need of isolation during the COVID-19 pandemic.	X ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "X" all that apply)		
				People Exp Chronic Homelessness			Veterans	Parenting Youth	
				People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth	
Project Roomkey							Abuse Disorders	Unaccompanied Youth	here)

Other (enter funding source under dotted line)	FY 2021-2022	\$ 950,000,000.00	Local Agency	Permanent Supportive and Service-Enriched Housing	In November of 2016, Santa Clara County voters approved a \$950 million Affordable Housing Bond. It is projected that the Housing Bond will fund 120 new affordable housing developments over ten years, including 4,800 new units dedicated to Extremely Low-Income and Very Low-Income households. In addition, the County will establish rental and ownership opportunities for Moderate Income households.	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-2023			Homelessness			Veterans	Parenting Youth	
	FY 2023-2024			People Exp Severe Mental Illness			People Exp HIV/ AIDS	Children of Parenting Youth	
Measure A Affordable Housing Bond	FY 2024-2025						People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)

* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding

Table 4. Outcome Goals

Outcome Goal #1a: Reducing the number of persons experiencing homelessness.		
Baseline Data:	Outcome Goals July 1, 2021 - June 30, 2024	
Annual estimate of number of people accessing services who are experiencing homelessness	Decrease/Increase in # of People	Decrease/Increase as % Change from Baseline
12,447	1,245	10%
Optional Comments		
<p>Over the next three years, regional partners in the Santa Clara County CoC plan to increase the local supportive housing system's capacity to serve people experiencing homelessness. The outcome goal to increase the number of persons accessing services aligns with recent and projected trends that show a growing need for services as well as a growing array of available services to meet the need.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
<p>Analysis of local data show that Black or African Americans are overrepresented in Santa Clara County CoC's homeless population. The CoC Analysis Tool: Race and Ethnicity (v.2.1) data for CA-500 show that Black or African Americans represent about 3% of the general population in the American Community Survey (ACS) compared to 19% of the homeless population.</p>	<p>Increase # of Black or African Americans accessing services by 264, a 15% increase from CY2020 Baseline. Baseline = 1,736; CY2024 target = 2,000</p>	

Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis		
Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
7,922	322	-4%
Optional Comments		
This outcome goal represents a small decrease in the number of estimated people experiencing unsheltered homelessness. The goal recognizes there are many unknown pandemic-related effects on future PIT counts, such as the sundowning of various eviction moratoria.		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
Analysis of local data show that Black or African Americans are overrepresented in Santa Clara County CoC's homeless population. The CoC Analysis Tool: Race and Ethnicity (v.2.1) data for CA-500 show that Black or African Americans represent about 3% of the general population in the ACS compared to 20% experiencing unsheltered homelessness. Recent and projected trendlines show the number of unsheltered Black or African Americans is increasing (+99% increase).	Slow rate of increase for # of unsheltered Black or African Americans targeting 2,500, a 59% increase (+968) from CY2020 Baseline, but a significant slowing of recent and projected trends (+99% in both CY2018-2020 and estimated CY2021-2024). Baseline = 1,572; CY2024 target = 2,500	

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.

Baseline Data: Annual Estimate of # of people who become homeless for the first time	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
5,413	-703	13%

Optional Comments

Local data show that the rate of first time homeless increased by 23% between CY2018 and CY2020, and based on recent trends, is projected to increase by 38% by 2024 (projected based on an average annual change of +512 individuals). This outcome goal aims to flatten and slow the recent trends and projected trajectory, to a 13% increase compared to the recent and projected trends of +23% and +38%, respectively.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Analysis of local data show that Black or African Americans are overrepresented in Santa Clara County CoC's homeless population. The CoC Analysis Tool: Race and Ethnicity (v.2.1) data for CA-500 show that Black or African Americans represent about 3% of the general population in the American Community Survey (ACS) compared to 19% of the homeless population.	Reduce # of Black or African Americans who become homeless for first time by 49, a 8% decrease from CY2020 Baseline. Baseline = 649; CY2024 target = 600

Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
2,485	497	20%

Optional Comments

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Currently, there are approximately 600 families in Santa Clara County experiencing homelessness, and another 600 new families entering homelessness for the first time each year. 75% of these families have a female head of household and 62% self-reported having children enrolled in school in Santa Clara County.	Increase # of families exiting to permanent housing by 406, a 39% increase from the CY 2020 baseline. Baseline = 1,034; CY2024 target = 1,440

Outcome Goal #4: Reducing the length of time persons remain homeless.

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
160	-10	6%

Optional Comments

Local data show that length of time homeless increased by 22% between CY2018 and CY2020, and based on recent trends is projected to increase by 36% by 2024 (projected based on an average annual change of +15 days). This outcome goal aims to flatten the recent and projected trends to a 6% increase compared to the recent and projected trends of +22% and +36%, respectively.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Local data show that households with least 1 adult and 1 child have higher than average length of time homeless, averaging 188 days from CY2018-2020, compared to 150 days for all persons.	Slow recent trend (+12% from CY2018-2020) and projected rate of increase (estimated +21% from CY2021-2024), targeting 220 days (+9%). Baseline = 202 days; CY2024 target = 220

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Baseline Data: % of people who return to homelessness after having exited homelessness to permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
9%	0.5%	-5.5%

Optional Comments

In alignment with the local Santa Clara County CoC System Performance Benchmarks, the outcome goal for % returns to homelessness come June 30, 2024 is 8.5%, or a 0.5% decrease from the CY2020 baseline of 9%. Achieving an 8.5% rate of return represents a 5.5% decrease from the CY2020 baseline percentage (8.5% divided by 9%).

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Local data show that Black or African Americans had a higher rate of returns to homelessness, averaging 13% from CY2018-2020 compared to 11% for all persons. This outcome identifies a goal such that there is no disparity between the rate of returns to homelessness for Black or African Americans compared to the general homeless population.	Reduce % of Black or African Americans who return to homelessness by 4.5%, targeting return rate of 8.5%. Baseline = 13%; CY2024 target = 8.5%

Outcome Goal #6: Increasing successful placements from street outreach.

Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People Successfully Placed from Street Outreach	Increase as % of Baseline
436	400	92%

Optional Comments

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Analysis of local data show that Black or African Americans are overrepresented in Santa Clara County CoC's homeless population. The CoC Analysis Tool: Race and Ethnicity (v.2.1) data for CA-500 show that Black or African Americans represent about 3% of the general population in the American Community Survey (ACS) compared to 19% of the homeless population and 20% of the unsheltered homeless population.	Double # of Black or African Americans who have successful placements from street outreach to permanent housing. Baseline = 70; CY2024 target = 140

Table 5. Strategies to Achieve Outcome Goals

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
2020 Community Plan - Strategy 3: Double the number of year-round temporary housing beds and offer a variety of welcoming temporary housing options throughout the county.	
Timeframe	
By 2025	
Entities with Lead Responsibilities	
City of San Jose, Destination: Home	
Measurable Targets	
Supportive housing system has temporary housing and shelter capacity of 3,764.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
2020 Community Plan - Strategy 2.1.A: Expand the supportive housing system to provide housing and services to help unhoused people secure stable, permanent housing.	
Timeframe	
By 2025	
Entities with Lead Responsibilities	
Santa Clara County Office of Supportive Housing, Destination: Home	
Measurable Targets	
7,000 people housed in Permanent Supportive Housing programs that provide long-term support; 10,000 people housed through Rapid Rehousing programs that provide short- and medium-term support; 3,000 people housed through Housing Problem Solving and other short-term or one-time assistance.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
2020 Community Plan - Strategy 2.2.A: Expand the Homelessness Prevention System to prevent homelessness by providing targeted financial assistance and supportive services.	
Timeframe	
By 2025	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Santa Clara County Office of Supportive Housing, Destination: Home	<input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Measurable Targets	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Expand the Homelessness Prevention System and other early interventions to serve 2,500 people per year.	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
	<input type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
2020 Community Plan - Strategy 3.2.C: Increase the number of street outreach staff and case managers working in encampments.	<input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
By 2024	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
City of San Jose, Destination: Home	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Increase the number of street outreach staff and case managers working in encampments - expand Client Engagement Team (CET) by adding 8 additional staff.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
2020 Community Plan - Strategy 2.3.D: Increase access to supportive housing programs for people of color by addressing racial bias in our system.	<input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
Timeframe	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
By 2024	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Santa Clara County Office of Supportive Housing, Destination: Home	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
Measurable Targets	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
Reduce percentage of Black or African Americans who return to homelessness after exiting to permanent housing to 9%, such that there is no disparity between Black or African Americans and the rate of return for the general homeless population.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	
2020 Community Plan - Strategy 3.2.A: Increase access to basic hygiene resources, including bathrooms, showers, and laundry.	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
Timeframe	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
By 2025	<input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
Entities with Lead Responsibilities	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
City of San Jose, Destination: Home	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Increase access to basic hygiene resources, including bathrooms, showers, and laundry by expanding the Mobile Hygiene Program to provide service 6 days/week.	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Table 6. Funding Plans

Activity to be funded by HHAP 3 (choose one or more)	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)		
Non-Congregate Shelter/ Interim Housing	\$ -	\$ 5,001,984.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,001,984.00	Expand emergency shelter capacity by extending operations for a shelter located in South County, extending from seasonal to year-round operation, with capacity to serve 325 clients.
Non-Congregate Shelter/ Interim Housing	\$ -	\$ 5,947,212.67	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,947,212.67	Emergency shelter operating subsidy for the Boccardo Reception Center, the largest emergency shelter in the County.
Non-Congregate Shelter/ Interim Housing	\$ -	\$ 850,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 850,000.00	Provide operating subsidy for Casitas de Esperanza interim housing program, providing short-term housing for homeless families with children.
Outreach and Engagement	\$ -	\$ -	\$ 3,894,534.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,894,534.00	Expand Client Engagement Team capacity by adding 8 FTEs to support client outreach and engagement in homeless encampments.
Outreach and Engagement	\$ -	\$ -	\$ 629,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 629,300.00	Fund 2 FTEs Rehabilitation Counselors to support outreach and engagement for RRH eligible clients on the Coordinated Entry System's Community Queue.
Outreach and Engagement	\$ -	\$ 725,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 725,000.00	Operating subsidy for mobile hygiene services to provide showers and laundry services to unsheltered individuals in the County. Expand operations to 6 days/week of mobile hygiene service.
Permanent Supportive and Service-Enriched Housing	\$ -	\$ 1,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000.00	Provide operating subsidy for Pedro Street, a PSH interim housing program serving 61 households.
Permanent Supportive and Service-Enriched Housing	\$ -	\$ 1,152,954.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,152,954.00	Provide operating subsidies for 67-unit Project Homekey site providing permanent affordable and supportive housing.
Diversion and Homelessness Prevention	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,075,800.00	\$ -	\$ -	\$ -	\$ 5,075,800.00	Provide homelessness prevention services to vulnerable households at risk of becoming homeless through the Emergency Assistance Network.
Non-Congregate Shelter/ Interim Housing	\$ -	\$ 2,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000.00	Fund temporary housing and basic needs services for homeless youth.
Permanent Supportive and Service-Enriched Housing	\$ -	\$ 808,532.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 808,532.00	Fund new permanent housing and service-enriched programs and services for youth and young adults, based on input from the Youth Action Board and complementing YHDP funding.
Administrative Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Administrative costs to administer HHAP-3 funding, including grant accounting and reporting
Totals:	\$ -	\$ 17,485,682.67	\$ 4,523,834.00	\$ -	\$ -	\$ -	\$ 5,075,800.00	\$ -	\$ -	\$ 1,000,000.00	\$ 28,085,316.67	

Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis

Broadly, the County of Santa Clara's funding plans are organized into four (4) focus areas, based on gaps identified in its Local Landscape Analysis and strategies in the 2020 Community Plan to End Homelessness. Specifically, the four focus areas are to increase the capacity of the Supportive Housing System to provide temporary housing and shelter capacity, increase the number of street outreach and case managers working in encampments, expand capacity to provide housing and services through PSH, RRH, and Housing Problem Solving, and expand the Homelessness Prevention System to prevent homelessness. The funding plans align with the community's 2020 Community Plan to End Homelessness, including the strategies and goals that were established and endorsed by stakeholders and strategic partners across the community. Finally, the youth set-aside funding plans will complement Youth Homeless Demonstration Program (YHDP) funding and support priorities identified by the Youth Action Board (YAB), with the goal to end youth and young adult homelessness by 2027 in Santa Clara County.

Table 7. Demonstrated Need

Complete ONLY if you are selected Non-Congregate Shelter / Interim Housing as an activity on the Funding Plans tab.

Demonstrated Need	
# of available shelter beds	2,085
# of people experiencing unsheltered homelessness in the homeless point-in-time count	7,708
Shelter vacancy rate (%) in the summer months	15%
Shelter vacancy rate (%) in the winter months	12%
% of exits from emergency shelters to permanent housing solutions	34%
Describe plan to connect residents to permanent housing.	
<p>In Santa Clara County, interim housing includes both emergency shelter as well as interim housing for those enrolled in a RRH or PSH program but are in need of short-term housing while they search for permanent housing or wait for a permanent housing unit to open. Regardless, emergency shelter and interim housing programs will, in general, provide all clients in need of minimal intervention to develop customized service plans to meet the individual's or household's goals. Case management services focus on connections to mainstream community resources and support networks to support housing placement and long-term housing retention.</p>	



**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3
BUDGET TEMPLATE**

APPLICANT INFORMATION

CoC / Large City / County Name:	County of Santa Clara	Applying Jointly? Y/N	Yes
Administrative Entity Name:	County of Santa Clara	Total Allocation	\$ 28,085,316.67

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating subsidies	\$ -	\$ 3,829,134.00	\$ 7,467,104.00	\$ 6,189,444.67	\$ -	\$ 17,485,682.67	\$ -	\$ 17,485,682.67
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ 1,404,266.00	\$ 1,404,266.00	\$ -	\$ -	\$ 2,808,532.00	\$ -	\$ 2,808,532.00
Street outreach	\$ -	\$ 1,260,000.00	\$ 1,607,800.00	\$ 1,656,034.00	\$ -	\$ 4,523,834.00	\$ -	\$ 4,523,834.00
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services coordination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Services coordination: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ 5,075,800.00	\$ -	\$ -	\$ -	\$ 5,075,800.00	\$ -	\$ 5,075,800.00
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interim sheltering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 1,000,000.00	\$ -	\$ 1,000,000.00
TOTAL FUNDING ALLOCATION						\$ 28,085,316.67	\$ -	\$ 28,085,316.67
Youth Set-Aside (at least 10%)						\$ 2,808,532.00	\$ -	\$ 2,808,532.00

COMMENTS:



SANTA CLARA COUNTY

COMMUNITY PLAN TO END HOMELESSNESS

2020–2025

Acknowledgements

The Community Plan Steering Committee would like to thank the many community stakeholders, people with lived experience of homelessness, and organizations for their participation in the process to update the plan and their valuable input.

For a full list of organizations that participated in the process, see page 14.

Table of Contents

- 2** Introduction
- 4** Our Homelessness Crisis
- 6** Ending Homelessness in Santa Clara County
- 10** The Strategies
 - 11** Strategy 1: Address the Root Causes of Homelessness Through System and Policy Change
 - 13** Strategy 2: Expand Homelessness Prevention and Housing Programs to Meet the Need
 - 14** Strategy 3: Improve Quality of Life for Unsheltered Individuals and Create Healthy Neighborhoods for All
- 16** Thank you!



Introduction

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

Supportive Housing System Progress 2015-2019

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

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



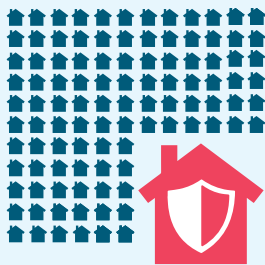
representing **14,132 people**



Doubled the number of supportive housing units in Santa Clara County



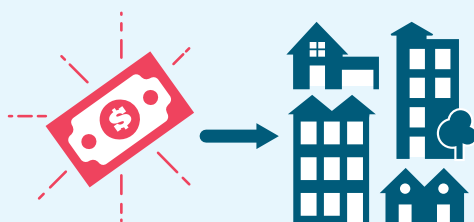
Doubled our temporary housing and emergency shelter capacity



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



Led a community-wide campaign that has successfully housed more than **1,600 veterans** and engaged nearly **800 private landlords** in the effort



Voters approved **\$950 million** to develop affordable housing through the 2016 Measure A Affordable Housing Bond and raised another **\$100 million** in private contributions to support the implementation of the community plan

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

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

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

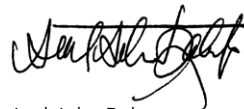
Community Plan Steering Committee Members



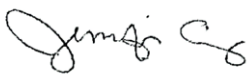
Ky Le, Co-Chair



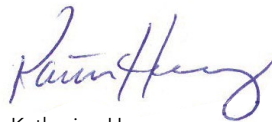
Erin Connor



Joel John Roberts



Jennifer Loving, Co-Chair



Katherine Harasz



Claudine Sipili



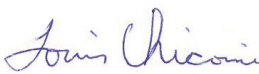
Jan Bernstein Chair



Miguel Marquez



Leland Wilcox



Louis Chicoine

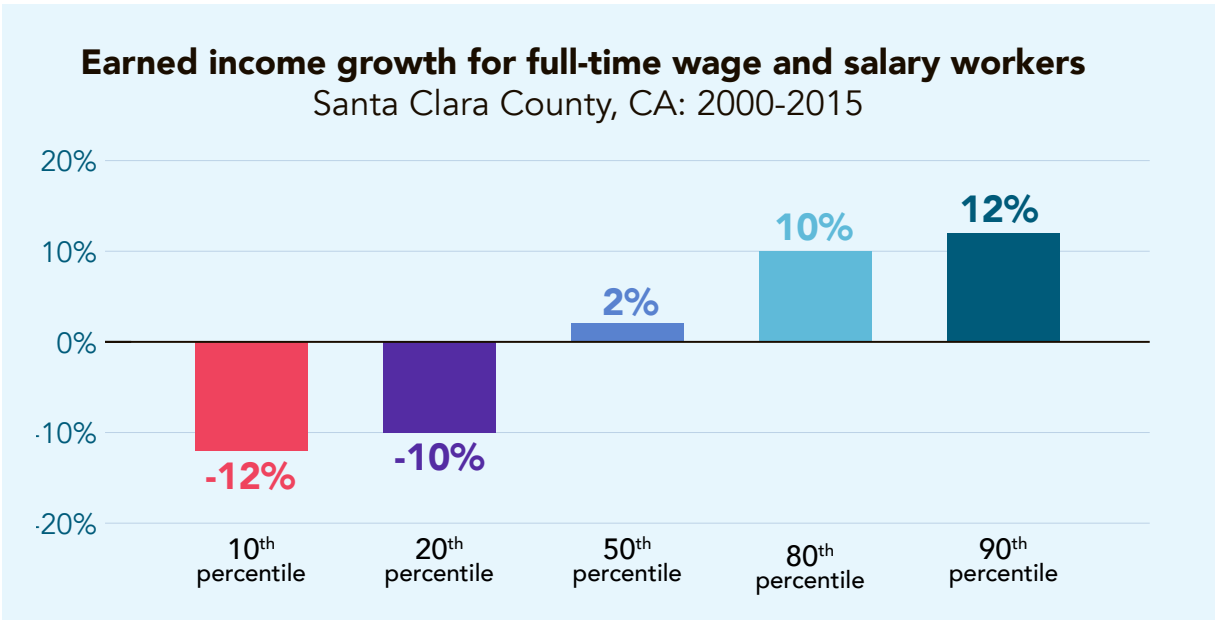


Jacky Morales-Ferrand

Our Homelessness Crisis

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

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



This income inequality has been further exacerbated by the economic slowdown caused by the COVID-19 pandemic as many low-income households living paycheck-to-paycheck struggle to make rent and pay for other basic needs.

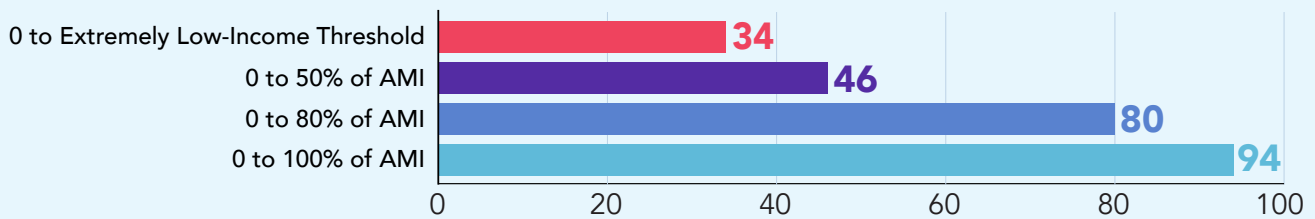
¹ Applied Survey Research, "Santa Clara County Homeless Census & Survey Comprehensive Report 2019." 2019. <https://www.sccgov.org/sites/osh/ContinuumofCare/ReportsandPublications/Pages/HomelessnessCensusandSurvey.aspx>

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

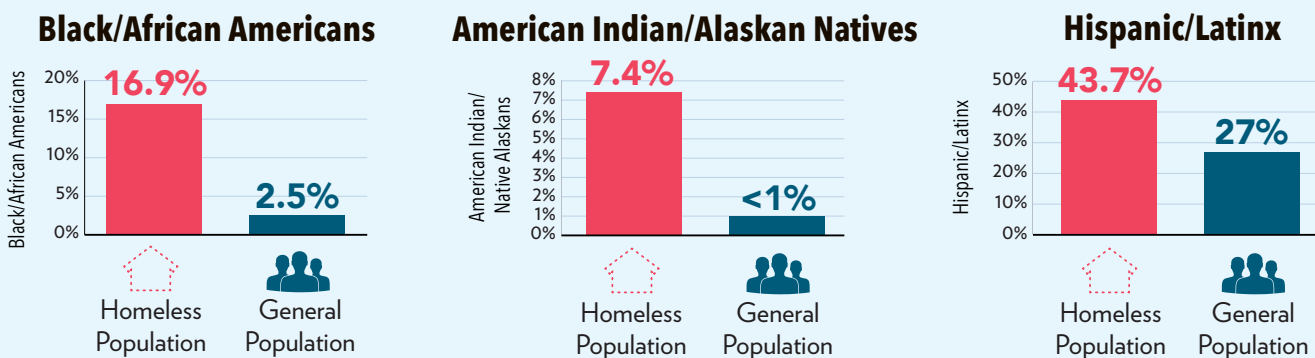
³ Bay Area Equity Atlas, "Earned income growth for full-time wage and salary workers: Santa Clara County, CA, 2000–2015." <https://bayareaequityatlas.org/indicators/income-growth#/?geo=04000000000006085>

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

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



In addition, longstanding and structural racial inequities continue to affect who becomes homeless in our community. A recent report commissioned by Destination: Home found that people of color are dramatically more likely than their white counterparts to become homeless in Santa Clara County, and that poverty alone cannot explain disparities in homelessness. For example:



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

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

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

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



Ending Homelessness in Santa Clara County

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

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

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

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

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

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

Our Plan

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

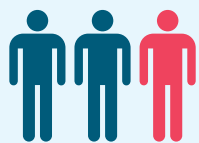
STRATEGY 1	STRATEGY 2	STRATEGY 3
 <p data-bbox="199 816 522 953">Address the root causes of homelessness through system and policy change</p>	 <p data-bbox="660 816 971 953">Expand homelessness prevention and housing programs to meet the need</p>	 <p data-bbox="1115 785 1404 953">Improve quality of life for unsheltered individuals and create healthy neighborhoods for all</p>

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

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

Our Targets

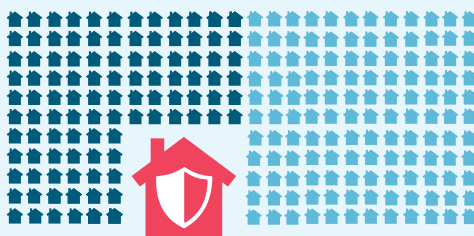
By 2025, we will:



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



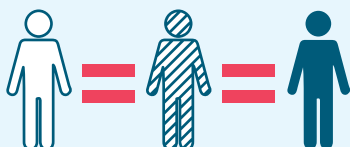
House **20,000 people** through the supportive housing system



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



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



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

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



The Strategies

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

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

STRATEGY 1



Address the Root Causes of Homelessness Through System and Policy Change

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

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

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

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

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

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

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

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

A Support households with incarcerated family members to prevent homelessness.

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

STRATEGY 1



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

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

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

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

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

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

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

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

B Strengthen local rent control and tenant protections.

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

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

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

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

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

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

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

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

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

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

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



STRATEGY 2



Expand Homelessness Prevention and Housing Programs to Meet the Need

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

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

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

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

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

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

2 Provide a broad range of supports to prevent homelessness.

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

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

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

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

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

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

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

STRATEGY 3



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

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

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

- A** Build new partnerships to host emergency shelter, safe places to park and access services, and sanctioned encampments that are not swept and include hygiene and supportive services.
- B** Reduce barriers to shelter such as allowing for pets, storage of personal items, greater privacy, longer stays, and provide higher levels of safety for residents.
- C** Expand hours at new and existing shelters to remain open during the day.
- D** Ensure that all families with children under 18 years old who are unhoused have access to emergency shelter or temporary housing.
- E** Provide more public services in neighborhoods hosting emergency shelter or temporary housing programs.

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

- A** Increase access to basic hygiene resources, including bathrooms, showers, and laundry
- B** Increase the number of free public transit passes and other transportation options for people who are unhoused to access services.
- C** Increase the number of street outreach staff and case managers working in encampments.
- D** Provide opportunities for people who have lived experience of homelessness to provide peer-to-peer support.

3 Increase mental health and substance use services.

- A** Increase the number of mobile crisis teams with clinical staff, and expand their hours, to support individuals experiencing severe mental health and substance use crises.
- B** Increase the number of beds available for substance use treatment and provide the follow-up supportive services needed to prevent relapses.
- C** Increase access to mental health treatment for people who are unhoused and struggling with mental illness.
- D** Develop a plan to eliminate service access and treatment gaps for unsheltered people struggling with chronic and severe mental illness.

STRATEGY 3
Improve Quality of Life for Unsheltered Individuals and Create Healthy Neighborhoods for All *(Continued)*
4 Engage a cross-section of community partners to address the needs of unsheltered residents.

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| <p>A Increase outreach to city and County staff and business and neighborhood associations about available resources to assist people who are unsheltered.</p> | <p>B Engage the private sector to contribute funding to support health and safety services and shelter for people who are unsheltered.</p> | <p>C Increase coordination between agencies engaging people living in encampments to ensure consistent and humane approaches to encampment resolution.</p> | <p>D Create a referral system where unsheltered residents can access information and services, such as available temporary housing and homeless services.</p> |
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5 Ensure that community spaces are safe and welcoming for housed and unsheltered residents.

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|--|---|
| <p>A Partner with new private sector, community-based, and faith-based organizations to create safe and welcoming community spaces in every community for unsheltered people to access services during the day.</p> | <p>B Work with community organizations, cities, County agencies, and neighborhood associations to ensure that public spaces such as parks, libraries, and community centers remain clean, well-maintained, and welcoming to all.</p> |
|--|---|

Process Improvements Across Strategies 1, 2, and 3

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

- Share data across safety net, criminal justice, and housing systems to better predict and target households who are experiencing homelessness or at risk of homelessness.
- Better utilize data collected in the homeless system of care and across County departments to know what is working well, what programs need improvement, and to identify inequities in the system.
- Provide demographic data, including race and ethnicity, in all reports on homelessness to highlight and address inequities.
- Create accessible dashboards that show our progress and hold our systems accountable.
- Provide trauma-informed care and racial equity/anti-racism training to all staff working with people experiencing homelessness.
- Increase access to services, including providing system navigation resources and training to all staff working with people experiencing homelessness.
- Align racial equity work in the homelessness sector with other racial equity initiatives in Santa Clara County.
- Expand partnerships with corporations, philanthropic institutions, and individual donors to secure private funding to reduce and prevent homelessness.
- Align and coordinate with other community efforts to address homelessness, such as the Homelessness Task Force.

Thank You!

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

- County of Santa Clara: Jackie MacLean, Hilary Barroga, Kathryn Kaminski, Hilary Armstrong
- City of San José: Sarah Zárate, Ragan Henninger
- Destination: Home: Ray Bramson, David Low
- City of Morgan Hill: Rebecca Garcia
- City of Mountain View: Wayne Chen
- LifeMoves: Bruce Ives
- Sacred Heart Community Service: Erin Stanton
- Community Solutions: Erin O'Brien

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

- Lived Experience Advisory Board
- Sacred Heart's Survivors of the Streets
- HomeFirst Sunnyvale Shelter's Client Collaborative
- Clients/residents from Hope's Corner, Bill Wilson Center, New Haven Inn, and Second Street Studios

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

- Abode Services
- Alta Vista High School
- Amigos de Guadalupe
- Anthem Blue Cross
- Bill Wilson Center
- Bitfocus
- Catholic Charities of Santa Clara County
- Charities Housing
- Cisco
- Cities Association of Santa Clara County
- City Team
- City of Cupertino
- City of Morgan Hill
- City of Mountain View
- City of Palo Alto
- City of San José
- City of Milpitas
- City of Santa Clara
- Community Services Agency
- Community Solutions
- County of Santa Clara:
 - Behavioral Health Services
 - Office of the District Attorney
 - Probation Department
 - Public Defender Office
 - Public Health Department
 - Reentry Services
 - Santa Clara Valley Medical Center
 - Social Services Agency
 - Office of Supportive Housing
 - Office of Equity and Social Justice
 - Offices of Supervisors Cindy Chavez, Dave Cortese, Susan Ellenberg, Joe Simitian, and Mike Wasserman
 - Valley Homeless Healthcare Program
- David and Lucile Packard Foundation
- Destination: Home
- Dependency Advocacy Center

- Downtown Business Association
- Downtown Streets Team
- EAH Housing
- East Side Union High School District
- Family Supportive Housing
- First Community Housing
- Gilroy Compassion Center
- HomeFirst
- Housing Trust Silicon Valley
- Humane Society of Silicon Valley
- Hunger at Home
- Kaiser Permanente
- Kids in Common
- Law Foundation of Silicon Valley
- LifeMoves
- LinkedIn
- Los Altos Community Foundation
- Mental Health Systems
- Next Door Solutions
- On Lok
- PATH
- Razing the Bar
- Resources for Community Development
- Santa Clara County City Managers Association
- Santa Clara County Housing Authority
- Santa Clara County Office of Education
- Santa Clara County Domestic Violence Advocacy Consortium
- Santa Clara Family Health Plan
- Sacred Heart Community Service
- Salvation Army
- Silicon Valley Community Foundation
- Silicon Valley Council of Nonprofits
- Silicon Valley at Home
- Silicon Valley Independent Living Center
- Silicon Valley Organization
- South Bay Coalition to End Human Trafficking
- Spectrum Equity
- St. Joseph Family Center
- Sunnyvale Community Services
- The Health Trust
- United Way Bay Area
- U.S. Department of Veterans Affairs
- West Valley Community Services
- YWCA of Silicon Valley

