



**ENDING**

**HOMELESSNESS**

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





# ENDING HOMELESSNESS

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

### Acknowledgements

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

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

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

Cover photo credits (clockwise from top):

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

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

# LETTER FROM THE COUNTY

## EXECUTIVE

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

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

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

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

Sincerely,

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

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

# TABLE OF CONTENTS

|           |   |
|-----------|---|
| <b>4</b>  | Executive Summary   |
| <b>8</b>  | Homelessness in Santa Clara County                              |
| <b>12</b> | The Housing Gap   |
| <b>18</b> | A Movement to End Homelessness                                  |
| <b>22</b> | Closing the Housing Gap   |
| <b>29</b> | Supportive Housing Innovations                                  |
| <b>47</b> | Crisis Response System  |
| <b>55</b> | Conclusion  |
| <b>56</b> | Appendix A: Defining Homelessness                               |
| <b>57</b> | Appendix B: Data Sources  |
| <b>58</b> | Appendix C: Measuring Success                                   |
| <b>59</b> | Appendix D: Santa Clara County Regional Housing Need Allocation |



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

Gilroy Sobrato Studios. Photo courtesy of Eden Housing



# EXECUTIVE SUMMARY

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

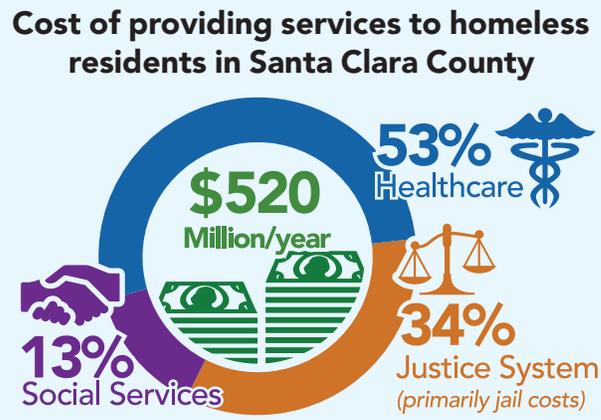
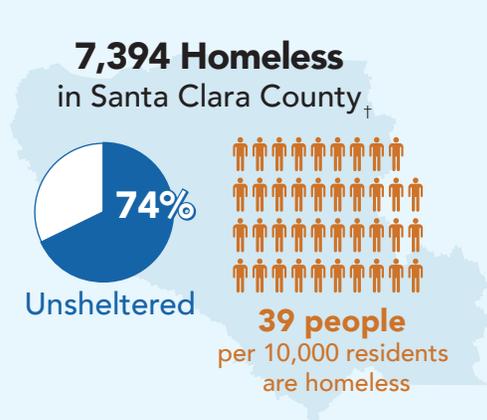
Data shows that for most, homelessness will be a brief and one-time occurrence, but for some it can last for years or become a repeating cycle. Often individuals who are homeless for longer periods of time make frequent use of emergency medical and psychiatric care, or get caught up in the justice system,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

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

## Building Affordable Housing

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

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



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

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

## Progress Toward Goal of 6,000 New Housing Opportunities



## Santa Clara County's Supportive Housing System

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

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

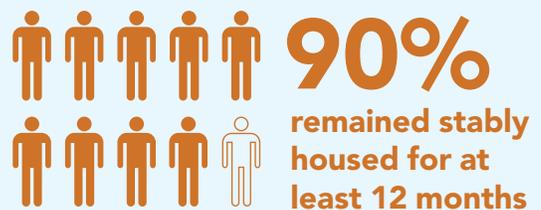
- **Permanent supportive housing programs** couple stable, long-term housing with wrap-around supportive services, such as case management and access to physical and behavioral healthcare, for up to 2,846 households at a time. Of those housed in permanent supportive housing programs by 2017, 90% of clients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

### Obtained Permanent Housing



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

### Permanent Housing Retention



(1,205 of 1,343) of clients housed in PSH between July 2011 and the end of 2016<sup>†</sup>

## Innovative — and Cost Effective — Housing Programs

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

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

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





Parkside Studios. Photo by Jeffrey Peters.

# HOMELESSNESS IN SANTA CLARA COUNTY

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

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

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

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

---

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

---

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

<sup>ii</sup> Economic Roundtable, *Home Not Found: The Cost of Homelessness in Silicon Valley*. 2015. Available at: [https://destinationhomesv.org/wp-content/uploads/2015/05/er\\_homenotfound\\_report\\_6.pdf](https://destinationhomesv.org/wp-content/uploads/2015/05/er_homenotfound_report_6.pdf)

# Patterns of Homelessness

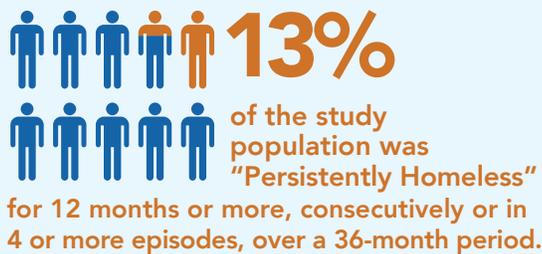
The *Home Not Found* study analyzed six years of data from County homeless, health and justice system service databases, revealing patterns in duration, County service usage, and public cost.

## Duration

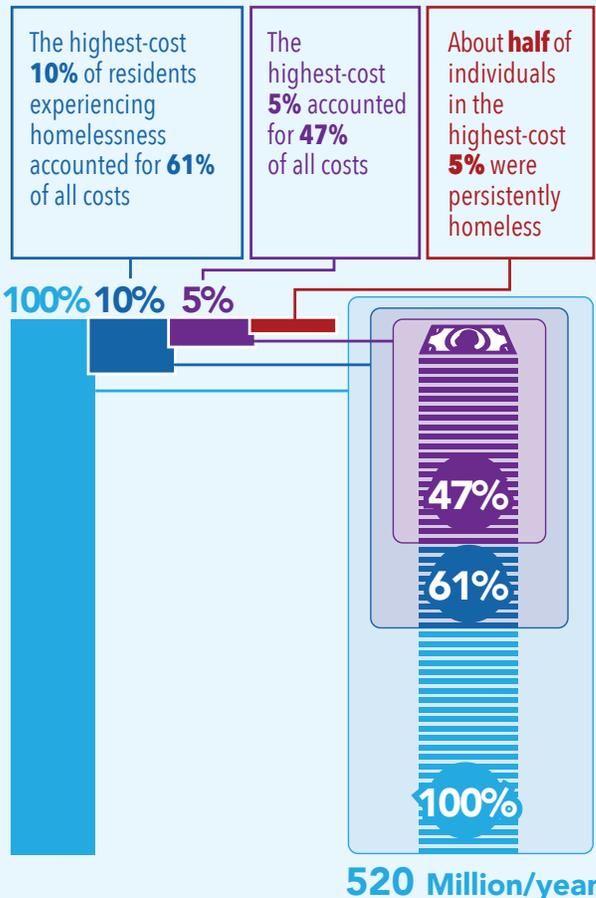
Out of the more than 100,000 people who experienced homelessness from 2007 through 2012, during those six years:



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

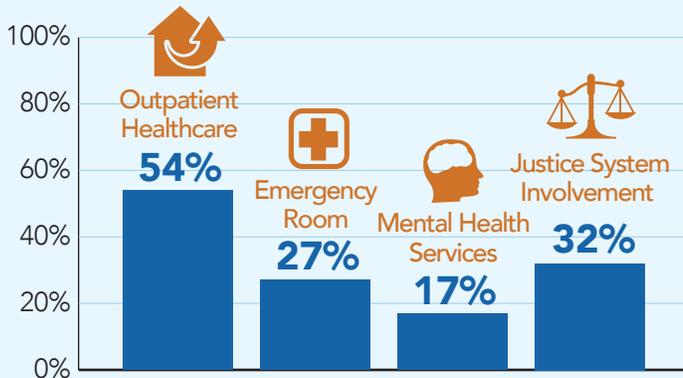


On average, Santa Clara County service providers spent \$520 million per year providing services for residents in years when they experienced homelessness during the six years covered by this study, with much of the costs accrued by a small number of frequent users. In 2012:



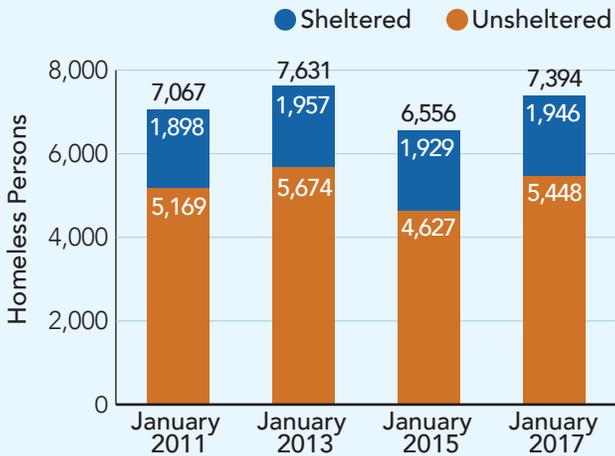
## Service Usage and Public Cost

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



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

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



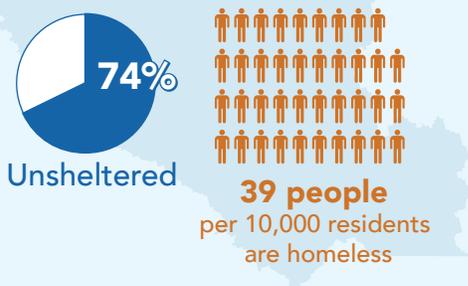
## 553,742 Homeless<sup>iv</sup> in the United States



## 134,278 Homeless<sup>iv</sup> in California



## 7,394 Homeless<sup>iv</sup> in Santa Clara County



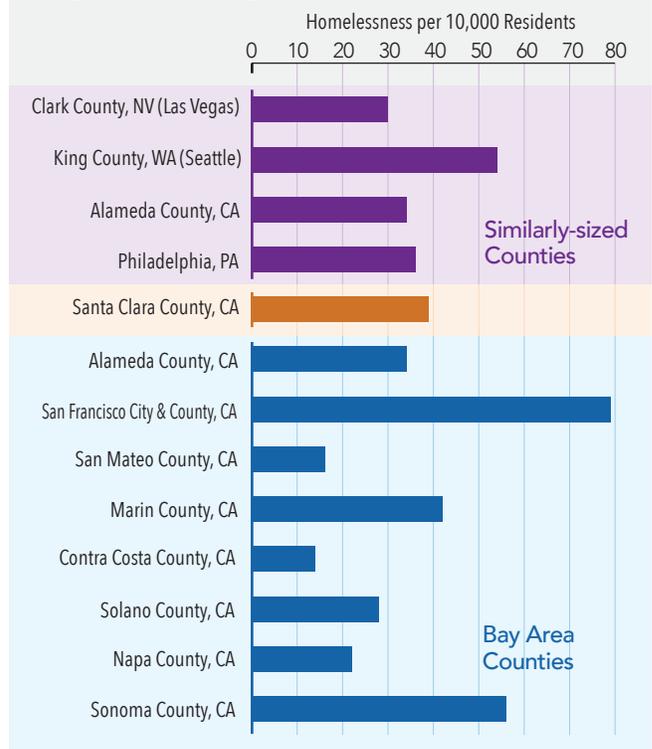
## Homeless Population Change Over Time

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

## A Crisis in Context

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

## How Santa Clara County's Homeless Population Compares to Other Communities<sup>v,vi</sup>

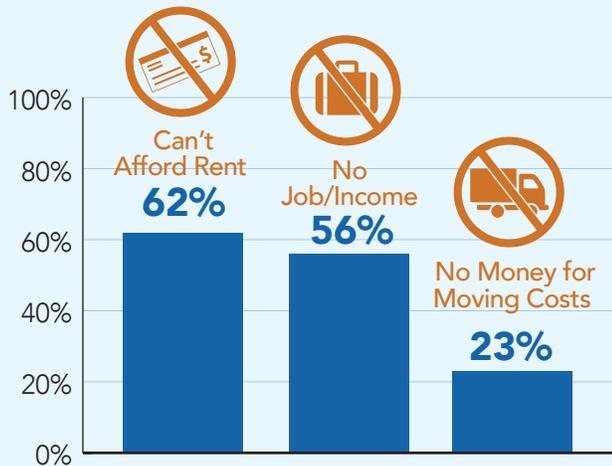


## Causes of Homelessness

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

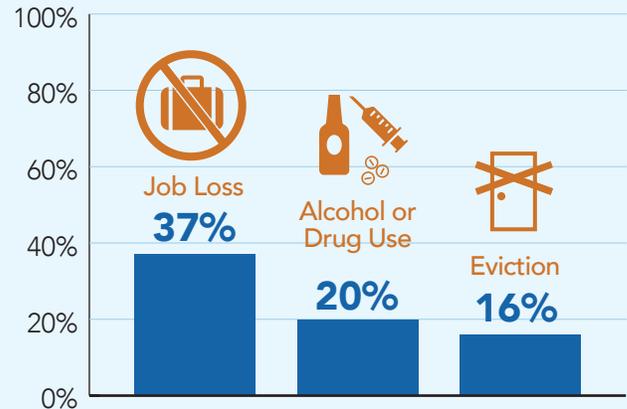
## The Rental Market and Lack of Income are Primary Barriers to Regaining Housing

Top 3 barriers to obtaining permanent housing reported by 2017 Homeless Census and Survey respondents: <sup>vii</sup>

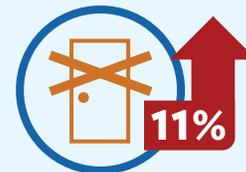


## Job Loss and Eviction are Among the Leading Causes of Homelessness

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



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



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

<sup>iii</sup> Santa Clara County 2017 Homeless Census and Survey Comprehensive Report, [https://www.sccgov.org/sites/osh/ContinuumofCare/ReportsandPublications/Documents/2017\\_Santa\\_Clara\\_County\\_Homeless\\_Census\\_and\\_Survey\\_Report.pdf](https://www.sccgov.org/sites/osh/ContinuumofCare/ReportsandPublications/Documents/2017_Santa_Clara_County_Homeless_Census_and_Survey_Report.pdf)

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

<sup>v</sup> U.S. Census Bureau, American Community Survey data, 2016.

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

<sup>vii</sup> Respondents were asked to identify the barriers preventing them from obtaining housing. Many identified more than one barrier and all responses were recorded.

# THE HOUSING GAP

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

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

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

---

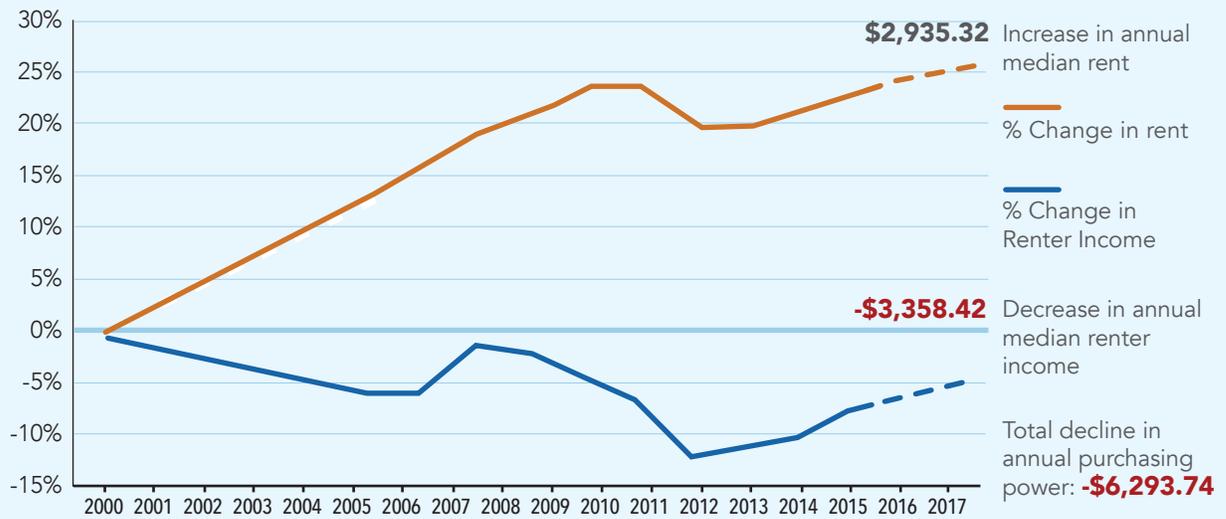
<sup>viii</sup> California Housing Partnership Corporation, "Confronting California's Rent and Poverty Crisis: A Call for State Reinvestment in Affordable Homes." April 2016. Available at: <https://1p08d91kd0c03rlxhmhtydpr-wpengine.netdna-ssl.com/wp-content/uploads/2016/04/State-Housing-Need-2016.pdf>

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

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

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

### California's Median Rent Increased 24% while Median Renter Income Declined 7% from 2000 - 2014<sup>viii</sup>



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

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

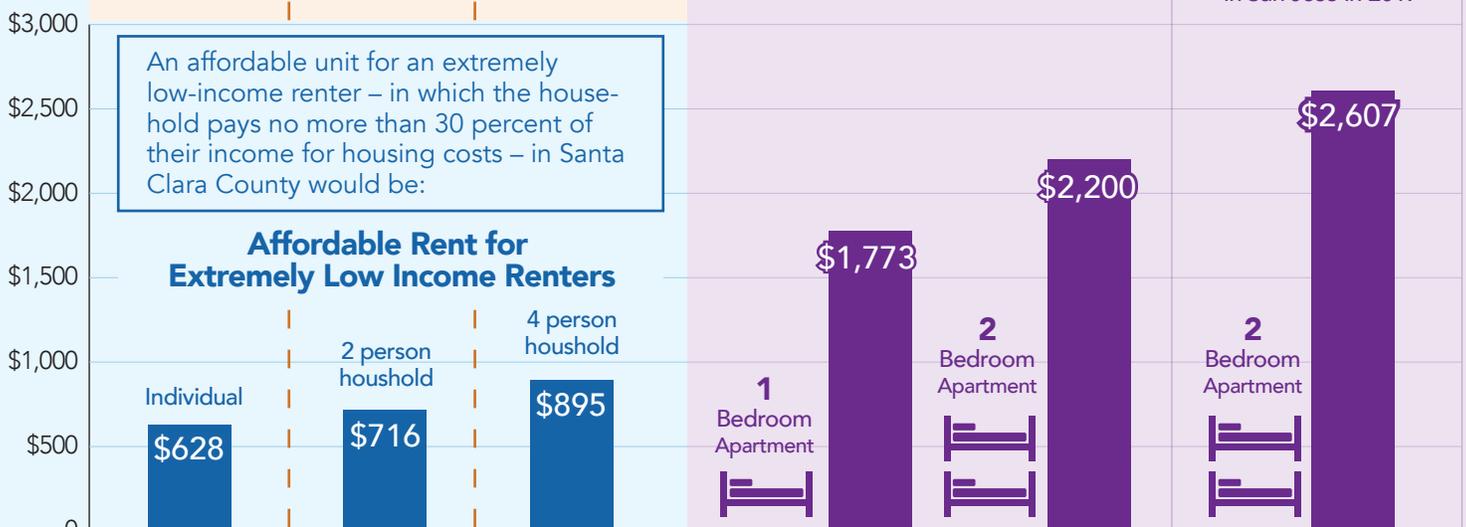
#### Annual Income for Extremely Low Income Renters



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

#### 2017 Fair Market Rent<sup>x</sup>

Average monthly rent<sup>xi</sup> in San José in 2017



An affordable unit for an extremely low-income renter – in which the household pays no more than 30 percent of their income for housing costs – in Santa Clara County would be:

#### Affordable Rent for Extremely Low Income Renters



## Not All Housing is Created Equal

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

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

### Housing Need and Funding 2005-2024

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

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

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

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

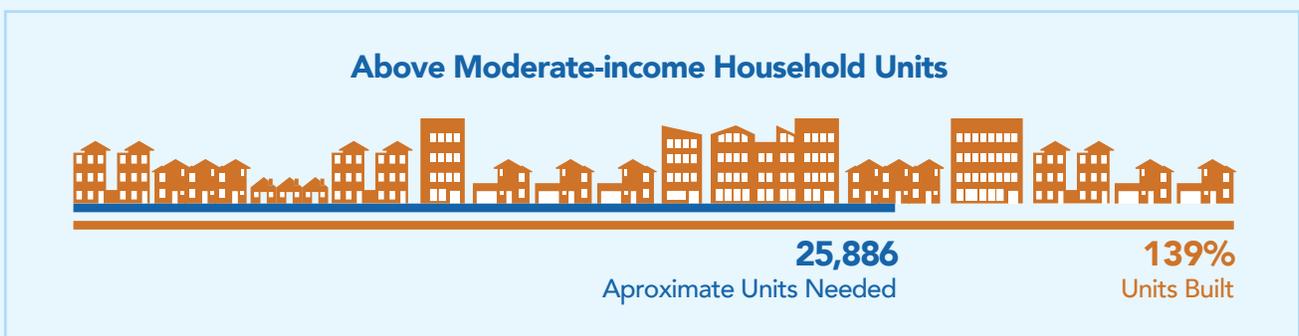
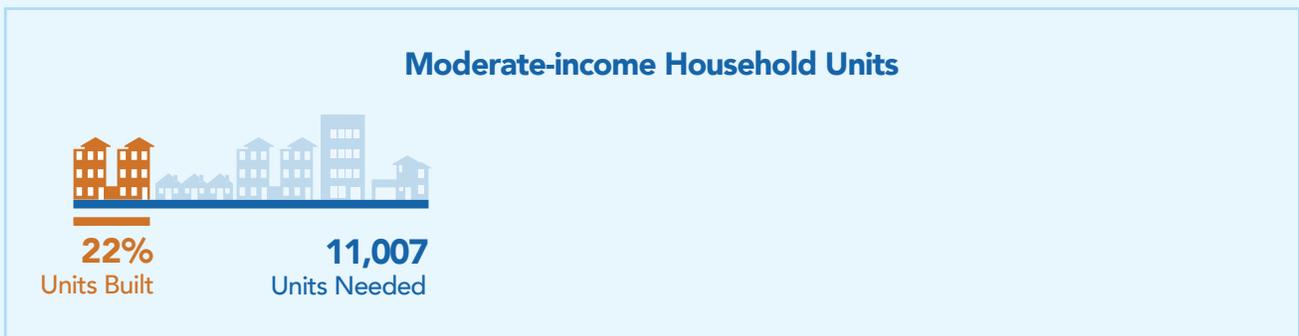
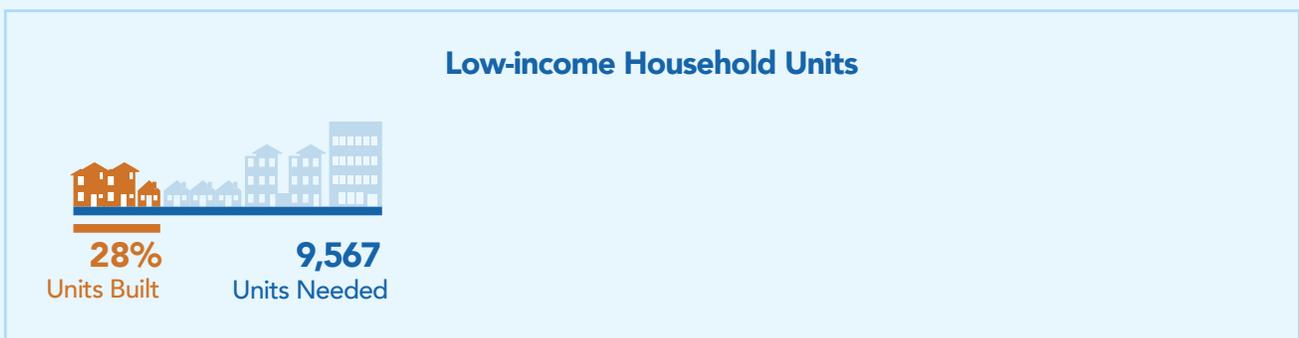
Zero cities in Santa Clara County met their RHNA target for Very Low Income housing and the county as a whole produced just 27% of the goal. In contrast, ten cities exceeded their target for housing for households earning above moderate incomes, and the county as a whole met 139 percent of the goal.

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

<sup>xii</sup> Bay Area Local Initiatives Support Corporation and San Jose State University Institute for Metropolitan Studies, “Housing Silicon Valley: A 20 Year Plan to End the Affordable Housing Crisis.” February 2007. Available at: [http://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=1016&context=urban\\_plan\\_pub](http://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=1016&context=urban_plan_pub)

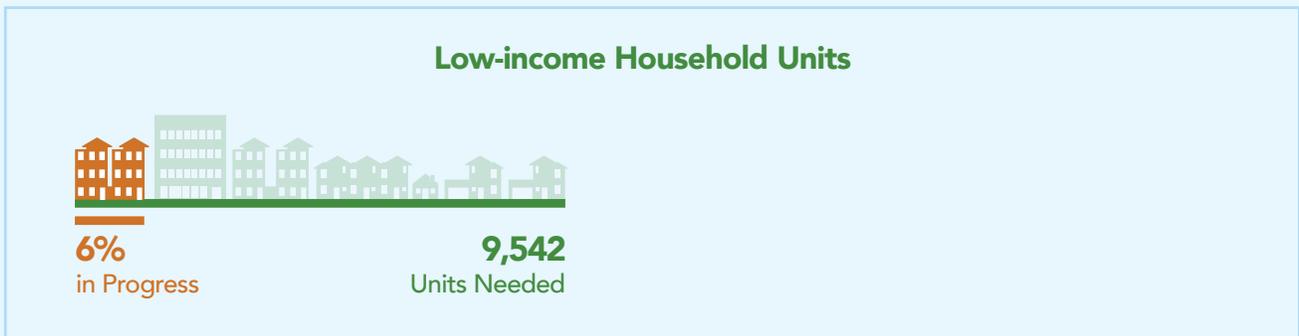
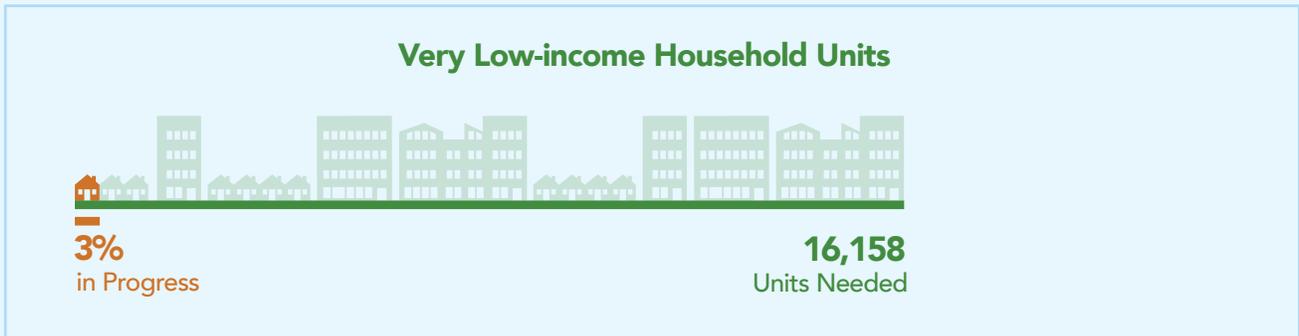
<sup>xiii</sup> Association of Bay Area Governments, “San Francisco Bay Area Progress in Meeting 2015-2023 Regional Housing Need Allocation (RHNA).” April 2017. Available at: [https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20\\_RHNAProgressReport.pdf](https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20_RHNAProgressReport.pdf).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

## 2007-2014 Regional Housing Need Allocation (RHNA) Progress<sup>xiv</sup>



<sup>xiv</sup> Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2007-2014 Regional Housing Need Allocation (RHNA)." Sept. 2015. Available at: [https://abag.ca.gov/files/RHNAProgress2007\\_2014\\_082815.pdf](https://abag.ca.gov/files/RHNAProgress2007_2014_082815.pdf). RHNA does not track need and development of housing specifically for extremely low-income households, instead combining this population with very low-income households with incomes up to 50 percent of AMI. Development of housing affordable for these households likely lags even further. See Appendix D for additional data.

## 2015-2023 Regional Housing Need Allocation (RHNA) Progress as of 2015<sup>xv</sup>



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

## Building Supportive – and Affordable – Housing in Santa Clara County

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

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

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

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

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

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

---

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



# A MOVEMENT TO END HOMELESSNESS

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

## The Community Plan to End Homelessness in Santa Clara County

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

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

### 1

## Disrupt Systems

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

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

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

## 2 Build the Solution

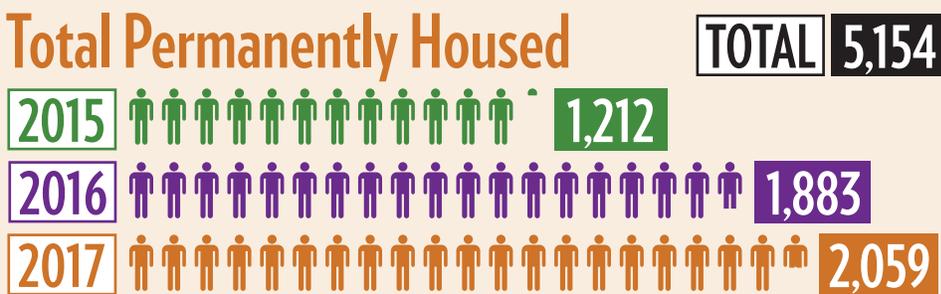
To end homelessness, it is essential to secure the full amount of funding needed to provide affordable housing and services to those who are homeless and those at risk of homelessness.

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

## 3 Serve the Person

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

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



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

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

# SUPPORTIVE HOUSING SYSTEM MAP

## Homelessness Prevention



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

SEE PAGE 48

## Outreach



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

SEE PAGE 49

## Coordinated Assessment System



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

SEE PAGE 49

## Emergency Shelter



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

SEE PAGE 52

## Permanent Supportive Housing



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

SEE PAGE 30

## Transitional Housing



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

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

SEE PAGE 54

## Rapid Rehousing



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

SEE PAGE 38



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



Parkside Studios. Photo by Jeffrey Peters.

# CLOSING THE HOUSING GAP

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

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

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

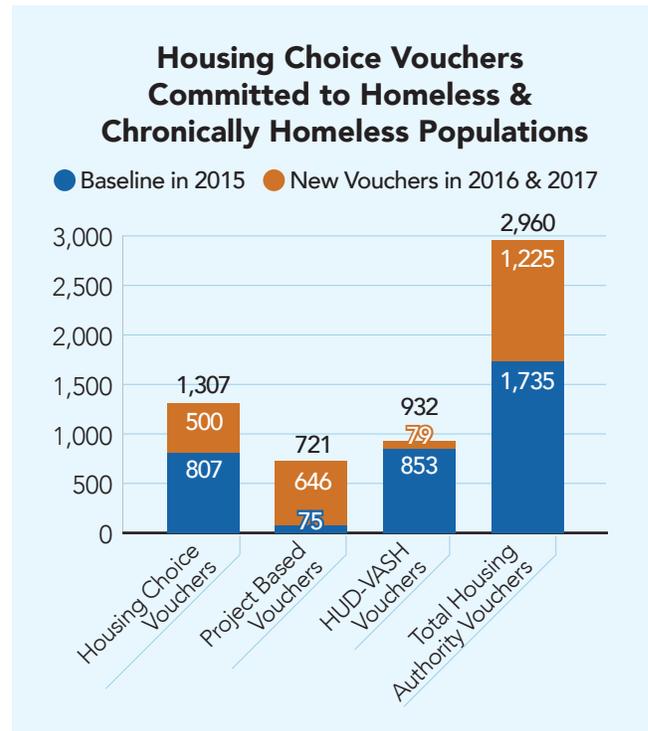
## Progress Toward Goal of 6,000 New Housing Opportunities



# Santa Clara County Housing Authority Referral Programs

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

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



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



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



Rendering of Second Street Studios

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

---

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

---

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

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

### **Strong Commitment Builds Strong Communities**

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

### **Housing First, a Client-Centered Model that Works**

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

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

---

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

---

## 2016 Measure A Affordable Housing Bond

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



### Villas on the Park

**Location:**

San José

**Construction Completion Target:**

December 1, 2019

**Total Units:**

84

**PSH Units:**

83

**Housing Bond Funding:**

\$7.2 million

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



### The Veranda

**Location:**

Cupertino

**Construction Completion Target:**

May 1, 2019

**Total Units:**

19

**PSH Units:**

6

**Housing Bond Funding:**

\$1 million

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



## Gateway Senior Apartments

**Location:**

Gilroy

**Construction Completion Target:**

November 23, 2019

**Total Units:**

75

**PSH Units:**

37

**Housing Bond Funding:**

\$7.5 million

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



## Leigh Avenue Senior Apartments

**Location:**

San José

**Construction Completion Target:**

March 1, 2020

**Total Units:**

64

**PSH Units:**

63

**Housing Bond Funding:**

\$13.5 million

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



## Quetzal Gardens

**Location:**

San José

**Construction Completion Target:**

February 1, 2021

**Total Units:**

71

**PSH Units:**

24

**Housing Bond Funding:**

\$9.83 million

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



## Crossings on Monterey

**Location:**

Morgan Hill

**Construction Completion Target:**

October 31, 2019

**Total Units:**

39

**PSH Units:**

20

**Housing Bond Funding:**

\$5.8 million

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



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

# SUPPORTIVE HOUSING INNOVATIONS

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

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

## TOOLS OF THE SUPPORTIVE HOUSING SYSTEM

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

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

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

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

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



## Permanent Supportive Housing

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

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

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

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

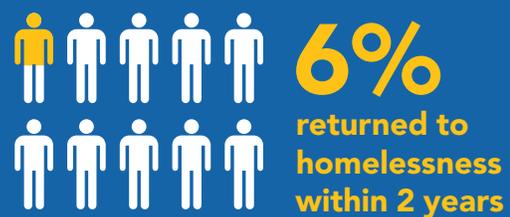
### Measuring Success<sup>xviii</sup>

#### Permanent Housing Retention



(1,205 of 1,343) of clients housed in PSH between July 2011 and the end of 2016<sup>xix</sup>

#### Returned to Homelessness Within Two Years

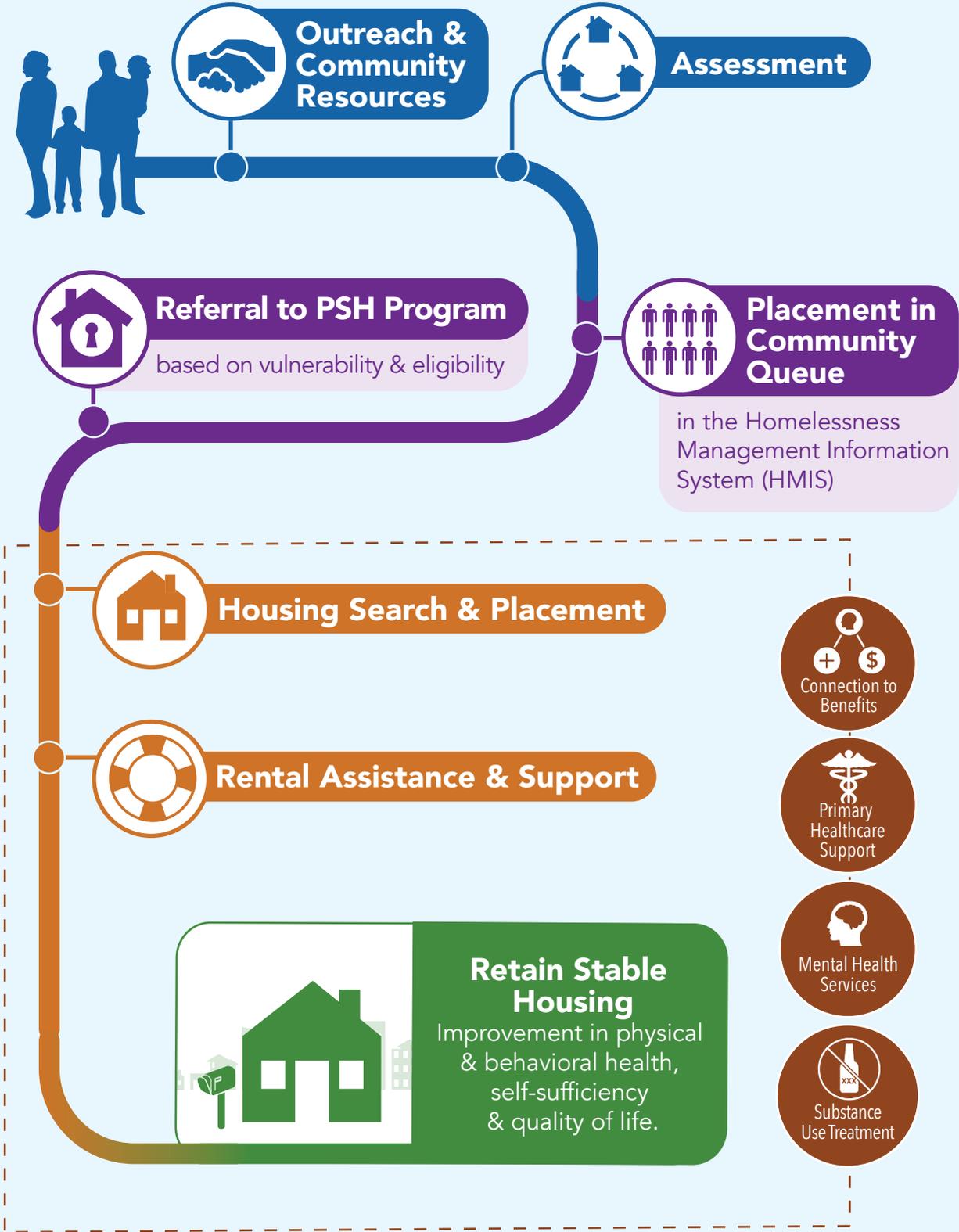


(4 of 65) of clients who exited permanent supportive housing for other permanent housing in 2015

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

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

# Permanent Supportive Housing (PSH) System Map





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

## The High Cost of Homelessness

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

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

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

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

<sup>xx</sup> Economic Roundtable, *Home Not Found: The Cost of Homelessness In Silicon Valley*. 2015. Available at: [https://destinationhomesv.org/wp-content/uploads/2015/05/er\\_homenotfound\\_report\\_6.pdf](https://destinationhomesv.org/wp-content/uploads/2015/05/er_homenotfound_report_6.pdf)



## Valley Medical Center Permanent Supportive Housing - Whole Person Care

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



### Targeting the highest utilizers with the most acute needs

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



### Bringing collaborative, nontraditional services to the highest utilizers

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

---

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



## Permanent Supportive Housing for Public Safety and Justice



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

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



### Anticipating Risk Factors to End Cycles of Incarceration and Homelessness

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



### Coordinating and Prioritizing Interventions for the Most Vulnerable

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



### Streamlining Communication to Minimize Gaps in Housing

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



Kenya Rawls and Jorge Garcia Photo By Marianna Moles

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

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

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

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

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

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

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

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



## Project Welcome Home

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

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

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



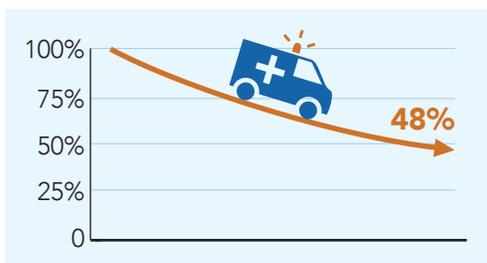
### Setting the Standard in Cross-System Data Sharing

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



### Offering intensive wraparound supports in an evidence-based treatment model

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



# 48%

**Reduction in Emergency Medical Services Usage**

by Tenants Housed > 12 months

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



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



## Rapid Rehousing

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

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

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

### Measuring Success<sup>xxiii</sup>

#### Obtained Permanent Housing



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

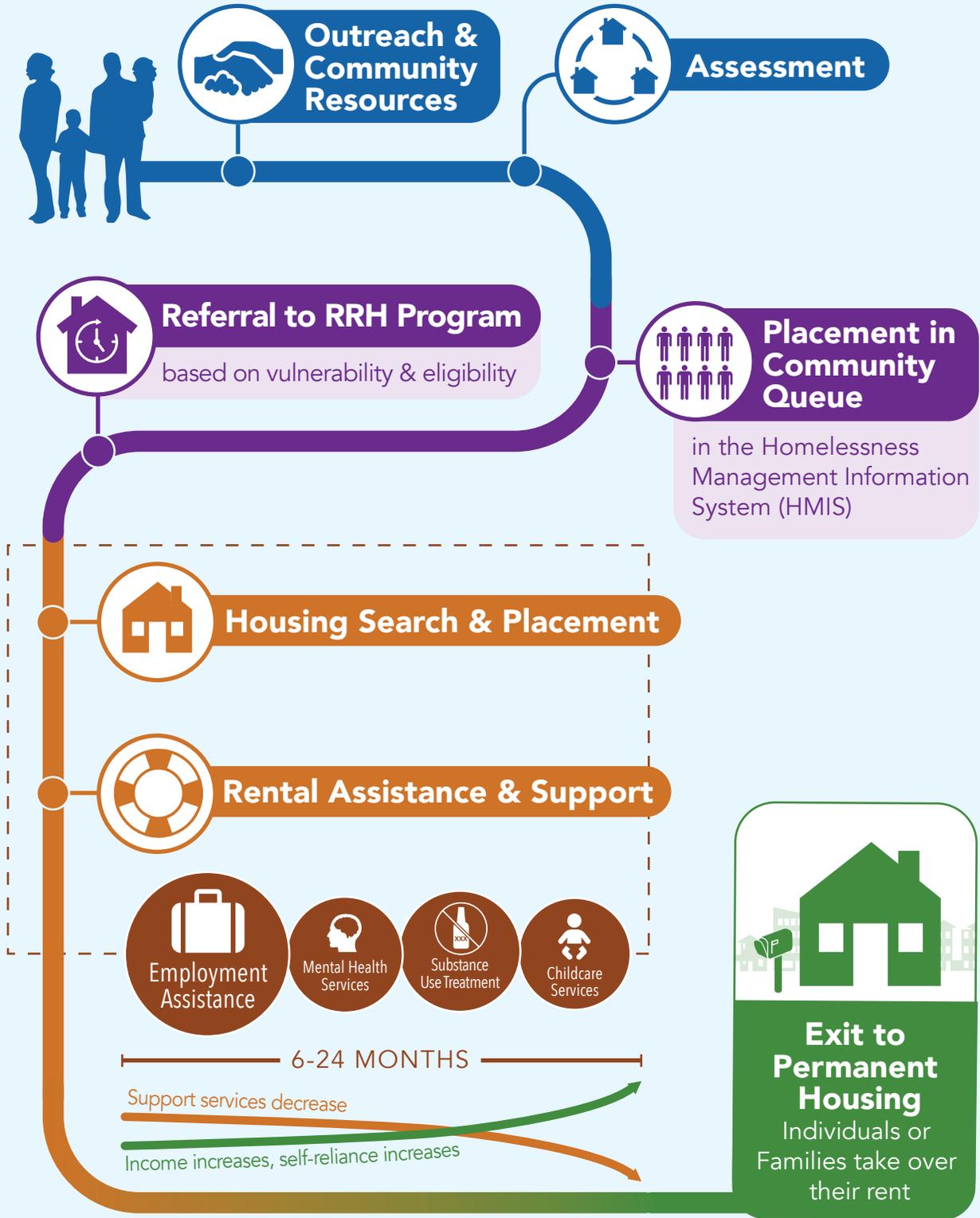
#### Returned to Homelessness Within Two Years



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

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

# Rapid Rehousing (RRH) System Map





## Rapid Rehousing for Public Safety and Justice

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

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

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



### Ending Cycles of Homelessness and Criminal Justice Involvement

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



### Employing Collaborative, One-Stop-Shop Program Design

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



### Prioritizing Employment Partnerships

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



## Bringing Families Home

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

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

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



### Enhancing Inter-Departmental Collaboration

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



### Addressing Causes of Instability with Wraparound Support

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



### Delinking Housing Instability and Family Separation

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



## Rapid Rehousing for School-Age Children

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

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



### Meeting Families Where They Are

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



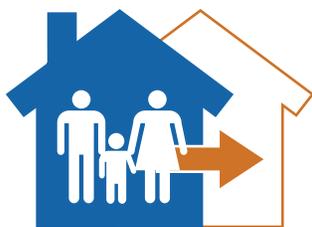
### Forging New Partnerships to Better Serve Children and Families

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



### Creating Opportunities for Innovation

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



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



Amanda &amp; Daniel. Photo by Crystal Pretel-Ritter.

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

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

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

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

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

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

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

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



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

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

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

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



## Providing Client-Centered, Trauma-Informed Services

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



## Ensuring Ongoing and Individualized Support

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



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



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

<sup>xxiv</sup> Aratani, Y. (2009). Homeless Children and Youth, Causes and Consequences. New York, NY: National Center for Children in Poverty. Available at: [http://www.nccp.org/publications/pdf/text\\_888.pdf](http://www.nccp.org/publications/pdf/text_888.pdf)

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



## Destination: Work

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

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

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

### Maximizing Impact by Tracking Outcomes

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

### Deepening Partnerships with Employment Partners

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

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



**39** completed an employment training program



**24** obtained full-time employment

#### Health Care Employment Partners<sup>xxvi</sup>

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

#### Building & Construction Trades Employment Partners

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

#### Advanced Manufacturing Employment Partners

- Work2Future

#### Technology & Professional Employment Partners

- Center for Employment Training
- REDF

<sup>xxvi</sup> All partners are listed alphabetically.



# CRISIS RESPONSE SYSTEM

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



## Homelessness Prevention System Pilot

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

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

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

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



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



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

### Funding Partners<sup>xxvii</sup>

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

### Coordinating Partners

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

### Legal Services Partner

- Law Foundation of Silicon Valley

### Emergency Assistance Network Partners

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

<sup>xxvii</sup> All partners are listed alphabetically.

# Outreach

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



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

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

# Coordinated Assessment System

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

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

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

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



<sup>xxviii</sup> Beginning in 2018, some households will be prioritized for transitional housing vacancies.

## Client Engagement Team

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

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

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



Michael - Rambo - Renteria. Photo By Marianna Moles.

## CLIENT STORY

### Street Outreach Saved Rambo's Life

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

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

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

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



Mountain View Studios  
1581 El Camino Real

1585 Studios. Photo by Bernard Andre.



## Emergency Shelter

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

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

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

1,146 households  
1,400 people

### Measuring Success<sup>xxix</sup>

#### Obtained Permanent Housing



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

#### Returned to Homelessness Within Two Years



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

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



## Expansion of the Cold Weather Shelter Program

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

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



## LGBTQ-Focused Emergency Shelter

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



# Transitional Housing

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

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

## Integrating Transitional Housing into Coordinated Assessment

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

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

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

610 households

1,026 people

### Measuring Success<sup>xxx</sup>

#### Obtained Permanent Housing



(602 of 1,098) of clients who exited transitional housing in 2017

#### Returned to Homelessness

#### Within Two Years



(94 of 482) of clients who exited transitional housing for permanent housing in 2015

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

# CONCLUSION

In Santa Clara County, a booming economy and high median income contrast starkly with one of the nation's largest populations of people experiencing homelessness. In 2017, nearly 7,400 individuals were living on the streets, in shelters or transitional housing across the county. For many more low-income households, Santa Clara County's high cost of housing and lack of living wage employment opportunities put stable and affordable housing out of reach.

The Santa Clara County supportive housing system provides shelter, supportive housing, and homelessness prevention services in furtherance of the goal of making homelessness rare, brief, and non-recurring. However, the need for affordable housing and services in Santa Clara County far exceeds current capacity.

In 2015, major stakeholders of the county's supportive housing system established the Santa Clara County Community Plan to End Homelessness, a roadmap to increasing resources and ending homelessness through innovative strategies. Since implementation began in

2015, the County of Santa Clara has made substantial progress, working toward the goal of 6,000 new affordable housing opportunities for individuals and families experiencing homelessness.

The number of people housed each year has increased since 2015. The efforts of the County and its partners have been particularly successful at addressing chronic homelessness and veteran homelessness, two areas in which they have focused resources in recent years. The increased funding and support for Permanent Supportive Housing for people experiencing chronic homelessness lead to an 18 percent reduction in this population from 2011 to 2017. The focus on ending veterans homelessness has resulted in housing 990 veterans since November 2015.

Though the road to ending homelessness presents numerous challenges, the County of Santa Clara and its many partners are committed to ensuring safe and affordable housing for every household experiencing or at risk of homelessness.

## Appendix A: Defining Homelessness

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

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

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

## Chronic Homelessness

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

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

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

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

---

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

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

<sup>xxxiii</sup> Code of Federal Regulations, Continuum of Care Program, Title 24, sec. 578.3.

## Appendix B: Data Sources

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

### Homeless Management Information System (HMIS)

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

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

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

### Homeless Census and Survey

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

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

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

## Appendix C: Measuring Success

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

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

### Permanent Housing Retention

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

*Program type:* Permanent Supportive Housing

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

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

### Obtained Permanent Housing

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

*Program type:* Emergency Shelter, Transitional Housing, Rapid Rehousing

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

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

### Returns to Homelessness

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

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

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

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

# Appendix D: Santa Clara County Regional Housing Need Allotment

The Regional Housing Need Allocation (RHNA) is a state-mandated process Bay Area counties use to identify and project the total number of housing units necessary to meet the needs of people of all income levels in each county.

## 2007-2014 Regional Housing Need Allocation (RHNA) Progress

| Jurisdiction           | Very Low Income<br>up to 50% AMI |                   |            | Low Income<br>51% to 80% AMI |                   |            | Moderate Income<br>81% to 120% AMI |                   |            | Above Moderate Income<br>more than 120% AMI |                   |             | Total         |                   |            |
|------------------------|----------------------------------|-------------------|------------|------------------------------|-------------------|------------|------------------------------------|-------------------|------------|---|-------------------|-------------|---------------|-------------------|------------|
|                        | RHNA                             | Permits<br>Issued | % Met      | RHNA                         | Permits<br>Issued | % Met      | RHNA                               | Permits<br>Issued | % Met      | RHNA  | Permits<br>Issued | % Met       | RHNA          | Permits<br>Issued | % Met      |
| <b>Campbell</b>        | 199                              | 32                | 16%        | 122                          | 300               | 246%       | 158                                | 67                | 42%        | 413   | 217               | 53%         | 892           | 616               | 69%        |
| <b>Cupertino</b>       | 341                              | 38                | 11%        | 229                          | 31                | 14%        | 243                                | 58                | 24%        | 357   | 657               | 184%        | 1,170         | 784               | 67%        |
| <b>Gilroy</b>          | 319                              | 29                | 9%         | 217                          | 70                | 32%        | 271                                | 65                | 24%        | 808   | 1,262             | 156%        | 1,615         | 1,426             | 88%        |
| <b>Los Altos</b>       | 98                               | 23                | 23%        | 66                           | 22                | 33%        | 79                                 | 12                | 15%        | 74  | 784               | 1059%       | 317           | 841               | 265%       |
| <b>Los Altos Hills</b> | 27                               | 25                | 93%        | 19                           | 10                | 53%        | 22                                 | 5                 | 23%        | 13  | 76                | 585%        | 81            | 116               | 143%       |
| <b>Los Gatos</b>       | 154                              | 2                 | 1%         | 100                          | 41                | 41%        | 122                                | 5                 | 4%         | 186   | 180               | 97%         | 562           | 228               | 41%        |
| <b>Milpitas</b>        | 689                              | 336               | 49%        | 421                          | 109               | 26%        | 441                                | 264               | 60%        | 936   | 6,442             | 688%        | 2,487         | 7,151             | 288%       |
| <b>Monte Sereno</b>    | 13                               | 6                 | 46%        | 9                            | 12                | 133%       | 11                                 | 3                 | 27%        | 8   | 14                | 175%        | 41            | 35                | 85%        |
| <b>Morgan Hill</b>     | 317                              | 98                | 31%        | 249                          | 100               | 40%        | 246                                | 43                | 17%        | 500   | 1,286             | 257%        | 1,312         | 1,527             | 116%       |
| <b>Mountain View</b>   | 571                              | 237               | 42%        | 388                          | 28                | 7%         | 488                                | 4                 | 1%         | 1,152                                       | 2,387             | 207%        | 2,599         | 2,656             | 102%       |
| <b>Palo Alto</b>       | 690                              | 156               | 23%        | 543                          | 9                 | 2%         | 641                                | 128               | 20%        | 986   | 787               | 80%         | 2,860         | 1,080             | 38%        |
| <b>San Jose</b>        | 7,751                            | 1,774             | 23%        | 5,322                        | 1,038             | 20%        | 6,198                              | 144               | 2%         | 15,450                                      | 13,073            | 85%         | 34,721        | 16,029            | 46%        |
| <b>Santa Clara</b>     | 1,293                            | 412               | 32%        | 914                          | 111               | 12%        | 1,002                              | 198               | 20%        | 2,664                                       | 5,952             | 223%        | 5,873         | 6,673             | 114%       |
| <b>Saratoga</b>        | 90                               | -                 | 0%         | 68                           | 13                | 19%        | 77                                 | 5                 | 6%         | 57  | 20                | 35%         | 292           | 38                | 13%        |
| <b>Sunnyvale</b>       | 1,073                            | 572               | 53%        | 708                          | 402               | 57%        | 776                                | 1,204             | 155%       | 1,869                                       | 2,403             | 129%        | 4,426         | 4,581             | 104%       |
| <b>Unincorporated</b>  | 253                              | 58                | 23%        | 192                          | 396               | 206%       | 232                                | 166               | 72%        | 413   | 422               | 102%        | 1,090         | 1,042             | 96%        |
| <b>County Totals</b>   | <b>13,878</b>                    | <b>3,798</b>      | <b>27%</b> | <b>9,567</b>                 | <b>2,692</b>      | <b>28%</b> | <b>11,007</b>                      | <b>2,371</b>      | <b>22%</b> | <b>25,886</b>                               | <b>35,962</b>     | <b>139%</b> | <b>60,338</b> | <b>44,823</b>     | <b>74%</b> |

Source: Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2007-2014 Regional Housing Need Allocation (RHNA)." Sept. 2015. Available at: [https://abag.ca.gov/files/RHNAProgress2007\\_2014\\_082815.pdf](https://abag.ca.gov/files/RHNAProgress2007_2014_082815.pdf).

## 2015-2023 Regional Housing Need Allocation (RHNA) Progress as of 2015

| Jurisdiction           | Very Low Income<br>up to 50% AMI |                   |           | Low Income<br>51% to 80% AMI |                   |           | Moderate Income<br>81% to 120% AMI |                   |           | Above Moderate Income<br>more than 120% AMI |                   |            | Total         |                   |            |
|------------------------|----------------------------------|-------------------|-----------|------------------------------|-------------------|-----------|------------------------------------|-------------------|-----------|---|-------------------|------------|---------------|-------------------|------------|
|                        | RHNA                             | Permits<br>Issued | % Met     | RHNA                         | Permits<br>Issued | % Met     | RHNA                               | Permits<br>Issued | % Met     | RHNA  | Permits<br>Issued | % Met      | RHNA          | Permits<br>Issued | % Met      |
| <b>Campbell</b>        | 253                              | 0                 | 0%        | 138                          | 4                 | 3%        | 151                                | 2                 | 1%        | 391   | 43                | 11%        | 933           | 49                | 5%         |
| <b>Cupertino</b>       | 356                              | 0                 | 0%        | 207                          | 0                 | 0%        | 231                                | 4                 | 2%        | 270   | 174               | 64%        | 1,064         | 178               | 17%        |
| <b>Gilroy</b>          | 236                              | 26                | 11%       | 160                          | 249               | 156%      | 217                                | 7                 | 3%        | 475   | 398               | 84%        | 1,088         | 680               | 37%        |
| <b>Los Altos</b>       | 169                              | 0                 | 0%        | 99                           | 0                 | 0%        | 112                                | 0                 | 0%        | 97  | 48                | 49%        | 477           | 48                | 10%        |
| <b>Los Altos Hills</b> | 46                               | 5                 | 11%       | 28                           | 5                 | 18%       | 32                                 | 0                 | 0%        | 15  | 11                | 73%        | 121           | 21                | 17%        |
| <b>Los Gatos</b>       | 201                              | 0                 | 0%        | 112                          | 0                 | 0%        | 132                                | 2                 | 2%        | 174   | 24                | 14%        | 619           | 26                | 4%         |
| <b>Milpitas</b>        | 1,004                            | 10                | 1%        | 570                          | 0                 | 0%        | 565                                | 0                 | 0%        | 1,151                                       | 0                 | 0%         | 3,290         | 10                | 0%         |
| <b>Monte Sereno</b>    | 23                               | 4                 | 17%       | 13                           | 0                 | 0%        | 13                                 | 1                 | 8%        | 12  | 2                 | 17%        | 61            | 7                 | 11%        |
| <b>Morgan Hill</b>     | 273                              | 0                 | 0%        | 154                          | 12                | 8%        | 185                                | 6                 | 3%        | 316   | 331               | 105%       | 928           | 349               | 36%        |
| <b>Mountain View</b>   | 814                              | 0                 | 0%        | 492                          | 9                 | 2%        | 527                                | 0                 | 0%        | 1,093                                       | 237               | 22%        | 2,926         | 246               | 8%         |
| <b>Palo Alto</b>       | 691                              | 20                | 3%        | 432                          | 58                | 13%       | 278                                | 7                 | 3%        | 587   | 153               | 26%        | 1,988         | 238               | 8%         |
| <b>San Jose</b>        | 9,233                            | 345               | 4%        | 5,428                        | 231               | 4%        | 6,188                              | 0                 | 0%        | 14,231                                      | 5,904             | 41%        | 35,080        | 6,480             | 17%        |
| <b>Santa Clara</b>     | 1,050                            | 0                 | 0%        | 695                          | 0                 | 0%        | 755                                | 19                | 3%        | 1,593                                       | 212               | 13%        | 4,093         | 231               | 5%         |
| <b>Saratoga</b>        | 147                              | 0                 | 0%        | 95                           | 0                 | 0%        | 104                                | 0                 | 0%        | 93  | 0                 | 0%         | 439           | 0                 | 0%         |
| <b>Sunnyvale</b>       | 1,640                            | 43                | 3%        | 906                          | 0                 | 0%        | 932                                | 18                | 2%        | 1,974                                       | 799               | 40%        | 5,452         | 860               | 15%        |
| <b>Unincorporated</b>  | 22                               | 0                 | 0%        | 13                           | 0                 | 0%        | 214                                | 0                 | 0%        | 28  | 65                | 232%       | 277           | 65                | 23%        |
| <b>County Totals</b>   | <b>16,158</b>                    | <b>453</b>        | <b>3%</b> | <b>9,542</b>                 | <b>568</b>        | <b>6%</b> | <b>10,636</b>                      | <b>66</b>         | <b>1%</b> | <b>22,500</b>                               | <b>8,401</b>      | <b>37%</b> | <b>58,836</b> | <b>9,488</b>      | <b>14%</b> |

Source: Association of Bay Area Governments, "San Francisco Bay Area Progress in Meeting 2015-2023 Regional Housing Need Allocation (RHNA)." April 2017. Available at: [https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20\\_RHNAProgressReport.pdf](https://abag.ca.gov/planning/housingneeds/pdfs/2015-2023%20_RHNAProgressReport.pdf).



