



ENDING HOMELESSNESS 2022

The State of the Supportive Housing System in Santa Clara County



Supportive Housing System Components

HOUSING DEVELOPMENT

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

HOMELESSNESS PREVENTION

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

OUTREACH

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

COORDINATED ENTRY SYSTEM

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

HOUSING PROBLEM SOLVING

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

HERE4YOU CALL CENTER

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

INTERIM HOUSING

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

EMERGENCY SHELTER

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

TRANSITIONAL HOUSING

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

RAPID REHOUSING

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

PERMANENT SUPPORTIVE HOUSING

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

Letter from the County Executive

I am pleased to share our annual State of the Supportive Housing System Report, highlighting the advances Santa Clara County made in 2022 toward our collective goal of ending homelessness. Upon reviewing the progress in these pages, I cannot help but reflect upon my 14-year tenure as County Executive. The progress we have made as a community over that time is astounding. We have transformed from a homeless management approach to a full-fledged and innovative supportive housing system.

When I started with the County in 2009, the Blue Ribbon Commission on Homelessness had just released its recommendations, including the need for a public-private partnership to advance collective impact strategies in our community, which became Destination: Home. In 2011, we collectively launched Housing 1000, a three-year campaign to house 1,000 of our community's most vulnerable chronically homeless individuals. With the success of Housing 1000, we formally adopted a Housing First model, an evidence-based approach that emphasizes connecting people experiencing homelessness to permanent housing without barriers as soon as possible. The California legislature followed in 2016, requiring all programs in the state to adopt the Housing First model.

In 2015, we launched our first Community Plan to End Homelessness and formed the Office of Supportive Housing, a cross-disciplinary team of dedicated County staff focused on preventing and ending homelessness and increasing the supply of affordable and supportive housing in our community. In 2016, the voters passed the historic \$950 million Measure A Affordable Housing Bond, providing the County with an unprecedented opportunity to partner with cities, residents, and the affordable and supportive housing community to significantly address the housing needs of the community's poorest and most vulnerable residents. Over the past six years, Measure A funds have been committed to 47 developments, with 4,363 new apartments and 689 renovated units either open, in construction, or in the development pipeline.

“

While our collective efforts have been astounding, we still have much work to do to solve this crisis.

Much of this work took place during the height of the COVID-19 pandemic, when the Office of Supportive Housing led the work to establish the County's Isolation and Quarantine program to support our community's most vulnerable residents who were exposed to or infected with COVID-19. From June 2020 through May 2022, the program placed more than 4,000 households in hotels to safely isolate or quarantine, provided at-home support including groceries, infant supplies, and household cleaning supplies delivery to more than 8,500 households, and provided nearly \$19 million in financial assistance to more than 10,000 households.

While our collective efforts have been astounding, we still have much work to do to solve this crisis. The work reflected in these pages gives me hope that we are well on our way to do just that. Thank you for being a part of our efforts and vision to end homelessness in our community.

Sincerely,

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

Acknowledgements

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

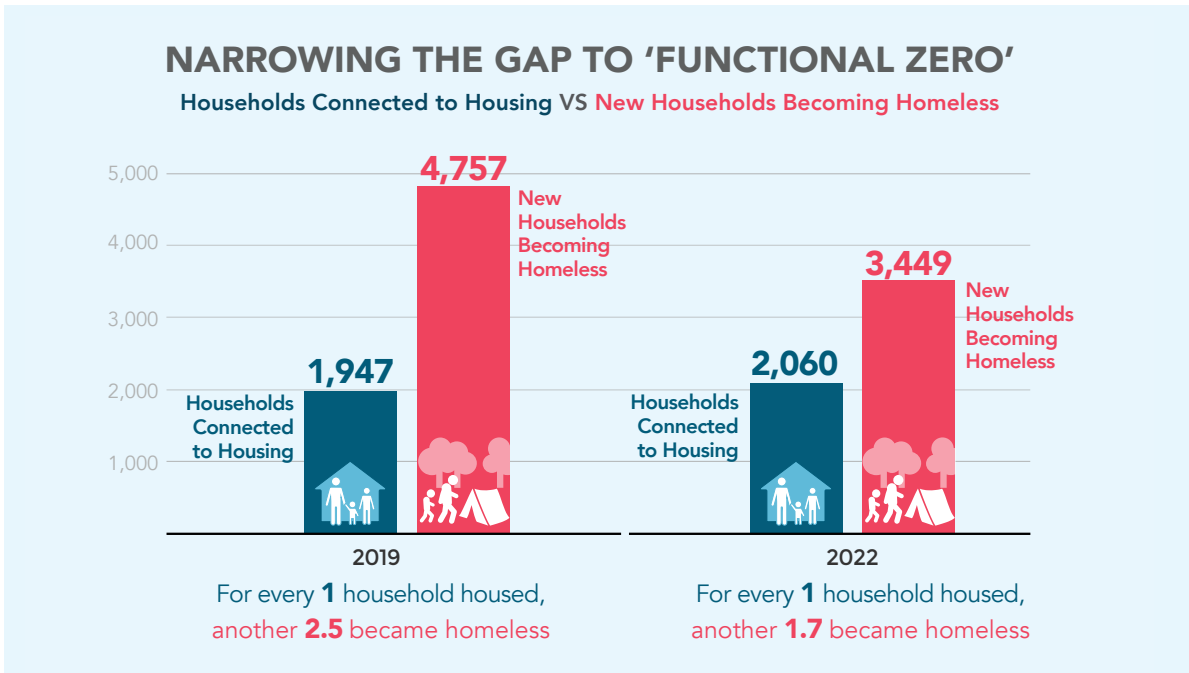
Special thanks to Destination: Home for their review and contributions to the report, to the Supportive Housing System clients who shared their stories, and to the many community partners whose tireless work to end homelessness in our community is highlighted in this report.

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Introduction

2022 was a year of collective progress in our efforts to end homelessness in Santa Clara County despite significant challenges, including a shortage of affordable housing, a widening wealth gap, structural racism, and other factors. Over the past year more than 3,500 people obtained permanent housing, an 18 percent increase over the year before. Together, we are narrowing the gap to “functional zero,” meaning that the number of housing placements is greater than the number of households entering homelessness, but we have more work ahead of us to continue narrowing this gap to zero.



The strategies outlined in the 2020-2025 Community Plan to End Homelessness guide our collective work toward ending homelessness in Santa Clara County. Key indicators of our success to date include:



9,645
People Housed
 48% to 5-year goal (20,000)



27% Reduction in New Households Becoming Homeless
 On pace to hit 2025 goal (30%)



9,645
 People Connected to Stable Housing



15,124
 People Placed in Temporary Housing & Shelter



23,970*
 People Received Homelessness Prevention Assistance

*includes people served via Covid-related Financial Assistance

This report highlights the many efforts across our community to end homelessness and prevent new households from becoming homeless. Our community's success is rooted in trust and collaboration between the County, cities, other governmental agencies, our local housing authority, community-based organizations, people with lived experience, advocates, housing developers, and countless other community members to align resources and mobilize collective strategies.

While we work to prevent homelessness and build more permanently affordable housing, many of our neighbors need emergency shelter and temporary housing to meet their immediate needs quickly. New models for emergency and interim shelter provide individuals and families experiencing homelessness with privacy and dignity as they await more permanent housing opportunities. Our crisis response system has also been hard at work to ensure the safety of our unhoused community throughout numerous inclement weather events that have been exacerbated by the growing threat of climate change.

Project Homekey provides a unique opportunity for local jurisdictions to quickly develop new housing opportunities. Our community has embraced several successful Homekey projects, including two new service-enriched shelters opening soon in Palo Alto and San José. To support these efforts, the County of Santa Clara Board of Supervisors approved a Challenge Grant program to spur the development of service-enriched shelter using modular construction to rapidly expand our community's temporary housing capacity.

Our homelessness prevention system has the capacity to serve more than 2,000 households per year, well on the way to the Community Plan goal to reach 2,500 households annually. You will learn about the unique network of providers within the system who provide homelessness prevention services to our extraordinarily diverse community.

At the heart of our work to end homelessness are the people most impacted by the crisis – our unhoused and formerly unhoused neighbors. In these pages, you will learn about Kellie's path from homelessness to a permanent home in a Measure A-funded permanent supportive housing development. Kellie's story is one of many illustrating the lasting positive impact of providing permanently affordable housing options for our community members.



2022 was also a year of remarkable progress toward our community's goal of ending family homelessness. The Heading Home campaign launched in October 2021 and housed hundreds of families over the course of the first 15 months.

Finally, this report includes updates regarding the implementation of the 2016 Measure A Affordable Housing Bond, including highlights of new developments approved in 2022, as well as data about our progress toward the goals outlined in the Community Plan to End Homelessness.

Our hope is that you will leave with a better understanding of how our system works.

Community Plan to End Homelessness Implementation Update

The 2020-2025 Community Plan to End Homelessness is built upon and encapsulates a robust community engagement process led by the Santa Clara County Continuum of Care (CoC) and builds on the successes of previous years. With a third year of the COVID-19 pandemic and increasing inclement weather events, it is more urgent than ever to implement the strategies of the Community Plan.

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



STRATEGY 1

Address the root causes of homelessness through system and policy change



STRATEGY 2

Expand homelessness prevention and housing programs to meet the need



STRATEGY 3

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

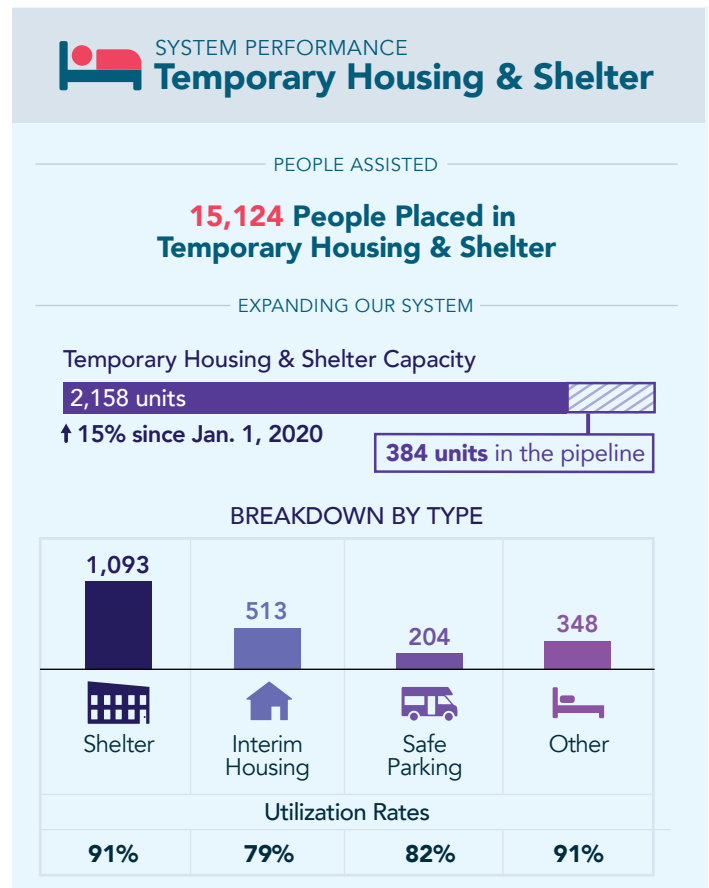
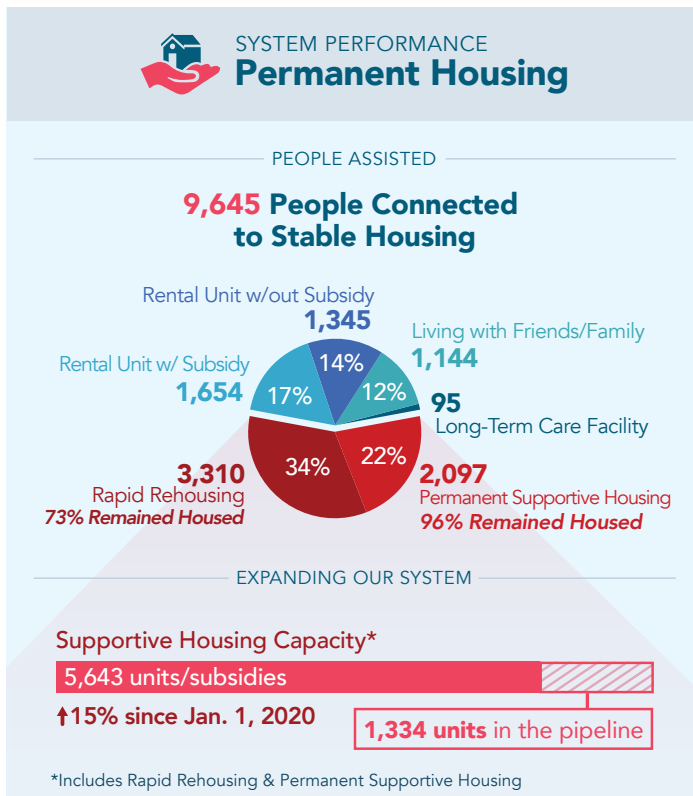
In addition to laying out a roadmap of strategies to prevent and end homelessness, the Community Plan set targets to achieve by 2025. Thanks to the dedication and commitment of several public and private partners, here is our progress to-date against these bold goals:

Housing 20,000 people through the supportive housing system:

Since 2020, our system has helped connect nearly **10,000** unhoused individuals to permanent housing. In the past year alone, more than **3,500** people were housed – an **18%** increase from the previous year.

Increasing Temporary Housing & Shelter Options

The 2020-2025 Community Plan to End Homelessness sets the ambitious goal of doubling temporary housing and shelter capacity to a total of 3,764 units by 2025 to better meet the needs of our community and further reduce the number of people sleeping outside. Our system currently has 2,158 units of temporary and emergency shelter, up 15 percent since 2019 with more units coming online in 2023 and 2024.



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

Our system has provided homelessness prevention assistance to more than **23,000** at-risk people.


Achieving a 30% reduction in annual inflow of people becoming homeless:

These collaborative efforts are slowing the growth of this crisis and represent an important step towards ending homelessness in Santa Clara County. Three years ago, for every one household leaving homelessness, two and a half more were being pushed into homelessness. Today, that ratio has shrunk to 1.7 households becoming homeless for every one household housed.


SYSTEM PERFORMANCE
Homelessness Prevention

PEOPLE ASSISTED

23,970 People
Received Homelessness Prevention Assistance



97% of families remained stably housed while receiving services.



ONE YEAR LATER
Only 3% of households became homeless.

EXPANDING OUR SYSTEM

Homelessness Prevention Capacity

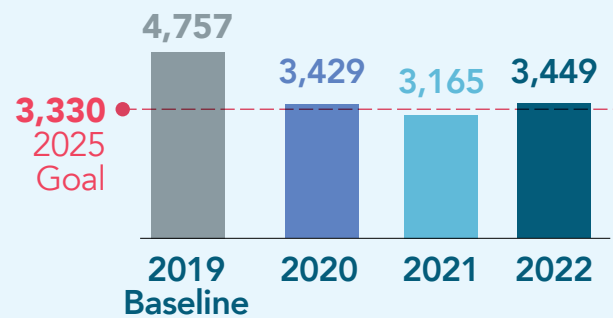
2,161 households

Plans to reach **2,500 households**

↑ 40% since Jan. 1, 2020

*Total people assisted includes those served via temporary COVID-related financial assistance; outcome stats are for ongoing Homelessness Prevention programs only

NEW HOUSEHOLDS ENTERING HOMELESSNESS BY YEAR



WHO IS SEEKING HELP?



Despite these significant signs of progress, there are still 10,000 unhoused people in our community, and tens-of-thousands more who are at-risk of being pushed into homelessness. To truly end homelessness in Santa Clara County, we must continue to galvanize our collective will and resources. Growing the supportive housing system alone cannot end homelessness; it must be coupled with efforts to stop people from becoming unhoused by addressing and eliminating the root causes of homelessness.

Central to these collective impact efforts is a focus on policies and programs that address racial inequity and reverse the disproportionately high rates of people of color who are unhoused. The County and its partners have made significant strides this year and continue to prioritize raising and centering the voices of people with lived experience and sharing transformative decision-making power with our unhoused and recently housed neighbors.

Crisis Response

While we focus on stemming the root causes of homelessness and building more affordable permanent housing, we must also work to meet the needs of our unhoused neighbors as they wait for these policy solutions and units to be built.

For this reason, one of the key goals of the 2020-2025 Community Plan to End Homelessness is to double interim housing and shelter capacity in the County to serve 2,000 additional households each night and to address the immediate needs of our unsheltered community members. Interim housing options are a critical tool to save lives.

The crisis response system is the first stop for individuals and families experiencing homelessness, providing temporary housing and emergency shelter, support for other basic needs, and connections to resources and supports including case management with the goal of getting participants back into stable housing as soon as possible.

The COVID-19 pandemic has permanently shifted our thinking in many areas, including how we think about temporary housing and emergency shelter. As new resources come online, our community has focused on providing private, non-congregate spaces for program participants through a variety of approaches, including modular construction, motel programs, and private sleeping cabins or tiny homes. Santa Clara County currently has 2,158 units of temporary housing and emergency shelter, with 384 additional units in the pipeline. Over the past few years, system capacity has grown through the conversion of

shelters that were only open during the winter to year-round, including the Gilroy Armory, which can provide shelter for up to 100 people. In addition, the City of San José opened four new emergency interim housing communities with the capacity to serve 400 people. The 2020-2025 Community Plan to End Homelessness sets the ambitious goal of doubling temporary housing and shelter capacity to a total of 3,764 units by 2025 to better meet the needs of our community and further reduce the number of people sleeping outside.

HIGHLIGHT

Inclement Weather Response

With extreme weather events becoming more and more common as a result of climate change, the crisis response system also plays a critical role in ensuring the safety of our unhoused community during inclement weather events such as extreme heat, extreme cold, flooding, and other concerns. Coordination with local jurisdictions, community-based organization (CBO) partners, the Lived Experience Advisory Board (LEAB), advocates, and others ensures situational awareness, facilitates distribution of supplies, and provides access to additional shelter beds. These efforts save lives and ensure that resources are being shared across jurisdictions to reach unhoused residents as seamlessly and quickly as possible.

HIGHLIGHT

Casitas de Esperanza

Amigos de Guadalupe Center for Justice and Empowerment (Amigos) operates Casitas de Esperanza (Casitas), a temporary housing community located at the County Civic Center in San José. Casitas opened its doors in February 2021 with the capacity to serve up to 25 families at a time, providing them with private living and sleeping space, meals, restroom, showering and laundry facilities, intensive case management, support and educational services for all children at the site, and community-wide activities.

“ Amigos’ case management model that includes a 2-Gen approach and its own community-based form of radical hospitality has proved to be a results-oriented and empowering model that we believe is part of the solution in creating housing for all.

– Maritza Maldonado, Founding Executive Director of Amigos





Project Homekey and County Challenge Grants

The pandemic has underscored the need to protect our most vulnerable residents from the spread of communicable illnesses through creative solutions beyond traditional shelter models with shared sleeping spaces. Interim housing not only offers residents private space within individual units to reduce the spread of COVID-19 and other illnesses, but also provides an opportunity for greater security and a chance to regain a semblance of independence. Interim housing developed with modular construction offers the added flexibility of being movable as needs and circumstances change, and it can even be transitioned to permanent housing—becoming part of the County's long-term solution to ending homelessness.

While the pandemic has caused significant hardship, it has also presented great opportunity to reimagine our systems and leverage an unprecedented confluence of investments from the state and federal governments and increased collaboration between local, state, and national leaders.

A period of urgency has allowed Santa Clara County to take decisive action to deliver rapid solutions through streamlined processes. In March 2020, the Governor issued Executive Order N-32-20 urging a focused approach to bring unsheltered Californians indoors by increasing shelter and housing inventory. Per California state law, jurisdictions that declared a shelter crisis could locate homeless shelters on land owned or leased by a City or County, and certain housing, health, habitability, planning and zoning laws were suspended or eased during this shelter crisis period. The City of San José's declared shelter crisis facilitated the development of four emergency interim housing communities that have now opened—providing the housing system with 400 additional units of non-congregate shelter.

LifeMoves, a longtime provider of shelter and services for unhoused residents in our community, is leveraging experience gained from its Mountain View site and from a similar project in San Mateo and incorporating it into the designs and plans for its service-enriched interim housing sites in Palo Alto and San José in the coming year. LifeMoves hopes the invaluable feedback they have received from current and former residents can also serve as learning opportunities for potential partners who are innovating within the interim housing space. Such improvements include expanding the unit sizes and including ensuite bathrooms, bathtubs in flexible or family units, and kitchenettes.

The two service-enriched sites will have extensive on-site support – including medical, dental, and mental health services – to circumvent transportation barriers often faced by residents. The design of the two sites will include more greenery and outdoor spaces to allow residents to gather and share in community. All units will include windows, ensuite bathrooms, cubby storage, and desks. Furthermore, both sites will incorporate multi-storied physically accessible designs to improve site efficiency.

HIGHLIGHT Challenge Grant

In 2022, the County Board of Supervisors approved a set aside of \$10,000,000 in County funding for the development of new service-enriched interim housing sites utilizing modular construction. The Board approved the first two \$4,000,000 Challenge Grants to LifeMoves and the cities of Palo Alto and San José for interim housing programs that were awarded Homekey Program funding – a substantial funding commitment that enabled LifeMoves to demonstrate sufficient funding available to operate the Palo Alto and San José sites for at least 15 years. These two new interim housing sites will increase the total number of new interim housing units for families and individuals experiencing homelessness by 312, with a total of 340 beds.

HIGHLIGHT Homekey

Homekey funding is a statewide effort to create housing for individuals experiencing or at risk of homelessness and those who were impacted by the COVID-19 pandemic. This grant enabled multiple interim and permanent housing developments and programs to quickly progress from the commitment of funds to the opening in less than a year, serving as a national model for sustaining and rapidly expanding interim housing. Furthermore, the Homekey program's flexible funding has allowed the design phase for the service-enriched sites in Palo Alto and San José to be more deliberate and responsive to local needs.



Palo Alto Interim Housing Site, 1237 San Antonio Road

The Palo Alto service-enriched interim housing site is in the design development phase and will include 88 units for single adults and families with children on a one-acre City-owned lot, east of Highway 101. The Palo Alto site is close to two other LifeMoves sites—the Mountain View interim housing site and a navigation center in San Mateo. The site will have approximately 64 units for individuals and couples and 24 units for families of various sizes. Common area amenities will include shared areas, laundry facilities, as well as pet accommodations. There will be on-site children services’ coordinators and licensed vocational nurses. LifeMoves is dedicated to creating a shared sense of community among residents through a variety of communal spaces and robust programming, while recognizing the need to meet individuals wherever they are in their journeys of trauma and healing.



Branham Lane, San José

The Branham Lane site is in the pre-construction phase and will include 204 units for individuals and couples located on two acres of City-owned land at the northwest corner of Branham Lane and Monterey Road in south-central San José. The Branham Lane site directly borders a residential neighborhood. As LifeMoves Chief Financial Officer Paul Simpson notes, “Individuals often look at our clients as an ‘other community.’ Location is a huge component of showing interim housing residents that we have not forgotten about them, and that they are not sidelined. They deserve to be, feel seen, and thrive within communities.”

“

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– Paul Simpson, CFO of LifeMoves

Preventing Homelessness

To truly end homelessness in our community, we must go upstream and take steps to address problems and prevent homelessness before it begins. The Homelessness Prevention System (HPS) was established in 2017 by Destination: Home, in partnership with the County of Santa Clara Office of Supportive Housing, Sacred Heart Community Service, and public and private funders to provide community members in crisis with flexible and temporary financial assistance, legal support, and other services to maintain their housing. Comprised of a network of 19 community partners collaborating to stabilize housing for at-risk households, the HPS has been successful in preventing homelessness for 12,367 of the County's most vulnerable residents and more than 10,000 households who were impacted by the COVID-19 pandemic. In addition to the HPS, the Emergency Assistance Network (EAN) has been providing emergency financial assistance for decades, and together, these programs continue to be a success story even in the face of Silicon Valley's housing crisis.

The HPS serves community members with vastly diverse lived experiences and of different cultures, ages, and household compositions. Each agency within the network brings a distinctive skillset and focus, enabling the HPS to truly meet the unique needs of each household while supporting families to work toward housing stability.



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Provider Spotlight

Latinas Contra Cancer

One such provider is Latinas Contra Cancer (LCC), a Latina-Led health justice organization that specializes in advocating for and serving medically vulnerable people and their families, such as those in active cancer treatment. In the early days of the pandemic, LCC began receiving calls from domestic workers that had lost both their employment and housing – all while dealing with cancer and other serious chronic illnesses. With these phone calls came the realization that LCC played a critical and unique role in connecting people with severe health care challenges with rental assistance, so they remain housed.

Entering its 20th year as an organization, LCC joined the HPS network in 2022, after working closely with Destination: Home and other community partners throughout the pandemic to ensure that their clients have everything they need to focus on their recovery and medical treatment while moving into financial sustainability. As trusted messengers of health information, LCC continues to build relationships with clients that have little to no connections to health care and other systems. LCC’s work goes beyond connecting clients to rental assistance, giving clients the space to advocate and share their experiences around how critical housing is to a person’s ability to heal and remain healthy. As they continue to bring the health lens to the housing justice

space, LCC will continue to ensure that people do not end up unhoused or experiencing economic devastation because of a cancer diagnosis or other chronic illness.

A client who received assistance from the HPS says of her experience: “I feel very blessed and thankful for the assistance I received and hope that in the future the system will better serve people that are undocumented or undergoing cancer treatment and other medical challenges.”



The HPS remains critical to protecting families from the trauma and displacement of homelessness. As COVID-19 protections and federal and state funding programs expire, families face permanent job losses, and the economic hardship of the pandemic continues to impact many community members. In fact, 56% of the households served by the HPS over the past year were not earning enough money to cover their monthly rent. While the HPS expanded in response to the pandemic, the need for homelessness prevention has continued to rise. There is work to continue being done to support community members as they weather some of the most difficult moments of their lives.

HPS Partners

- Amigos de Guadalupe
- Asian Americans for Community Involvement (AACI)
- Bay Area Community Health (BACH)
- Community Services Agency of Mountain View and Los Altos
- Community Solutions
- Family Supportive Housing
- HomeFirst
- Housing Choices
- International Children Assistance Network (ICAN)
- Latinas Contra Cancer
- Law Foundation of Silicon Valley
- LifeMoves
- Next Door Solutions to Domestic Violence
- Sacred Heart Community Service
- St. Joseph’s Family Center
- Sunnyvale Community Services
- The Salvation Army Silicon Valley
- West Valley Community Services
- YWCA Golden Gate Silicon Valley

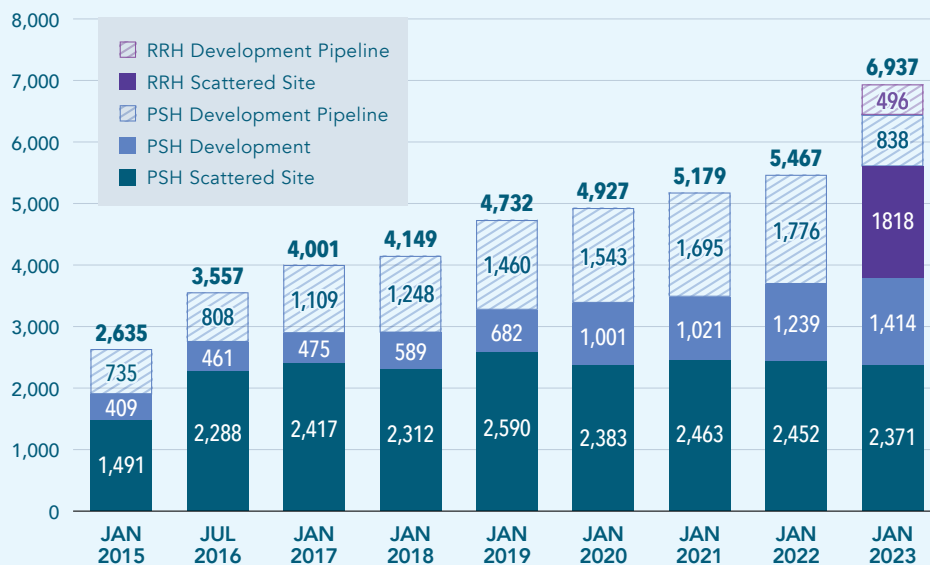


Supportive Housing System Highlights

Two decades ago, Kellie left a dangerous living situation; she then spent 19 years without a safe place to live indoors. Now, after almost two decades, she can shut the door to her own apartment. Kellie’s strength and resilience is at the core of her story, but that story also illustrates the potential of the supportive housing system to provide a pathway from crisis to stability.

Before the COVID-19 pandemic, Kellie met an outreach group from Casa de Clara that provided clean clothing, food, and a weekly mobile shower program in Columbus Park, where Kellie and many other community members were living unsheltered. When she heard the outreach program was at risk of closing during the pandemic, due to the lack of volunteers, Kellie stepped up to help keep the weekly essential services going as a peer outreach volunteer.

SUPPORTIVE HOUSING CAPACITY GROWTH SINCE 2015



When efforts to move people out of the Columbus Park area came to a head in 2022, Kellie was also involved in outreach to inform people about the opportunity to move into interim housing. This led to Kellie, herself, connecting with Abode Services for an initial Coordinated Entry System housing assessment, before receiving a referral to a permanent supportive housing program. Within 30 days, she moved into Willow Glen Studios on Pedro Street interim housing, where she lived for 6 months waiting for a permanent unit to be available.

Of her first days at Pedro Street, Kellie says, “I was shell-shocked - I’d been living in a van - but I had so much support there. I felt safe.” After a few days to decompress, Kellie started making friends among the other residents. She felt safe leaving her sliding door open to listen to the rain at night. The staff at Pedro Street helped her enroll in Social Security benefits, helped get her dog registered as an Emotional Support Animal, and checked on her every day when she fell ill with pneumonia.

While at Pedro Street, Kellie worked with her supportive housing case manager to find and apply for an apartment that could be a permanent home. While her original hope was for a senior housing development, she was offered an apartment at Renascent Place – a permanent supportive housing development – and agreed to take it. On her first visit, Kellie appreciated how clean and quiet the building felt and that the building manager listened to her needs. Now, after a month in her new apartment, she makes it a point to attend at least three classes or community events a week, which could be anything from meditation, to crafting, to movie night.

Kellie continues her work in peer outreach and advocacy. She still volunteers with Casa de Clara and does outreach with several other groups, including with the Lived Experience Advisory Board of Silicon Valley, of which she is a member.



Willow Glen Studios on Pedro Street

This interim housing site, operated by Abode Services on behalf of the County, provides 80 single room occupancy apartments for people who are enrolled in supportive housing programs, but are still in the process of finding an apartment or are waiting for a new supportive housing development to finish construction. Services are available on-site, including case management, food, a recovery specialist, and community activities. Two hundred and four individuals have moved into permanent housing directly from Willow Glen Studios since it opened in 2021.

Universal Application Pilot

Once an individual or family like Kellie is enrolled in permanent supportive housing, the next step is for the household to find an apartment and sign a lease. This means completing and submitting rental applications, either to private landlords or to the community’s many supportive housing developments.

In February of 2022, the County of Santa Clara Office of Supportive Housing, Destination: Home, and The John Stewart Company partnered to streamline the application process for ten supportive housing developments by implementing a universal application process. Instead of submitting an application for a single development and having just one chance at being selected for a unit, a household can complete one application and identify multiple properties that they are interested in.

The goal of the Universal Application Pilot is to move people into units faster, while prioritizing the ability of households to choose where they live. After the first six months, application processing time had already reduced by 31%, and with longer implementation the processing time should continue to decrease. The vacancy rate for the pilot projects was down to 7%, compared to 12% for properties not included in the pilot.

With data already pointing to positive outcomes, the pilot will add eight additional properties over the next two years.

Heading Home: No More Families Living on Our Streets

As part of the 2020-2025 Community Plan to End Homelessness, Heading Home is a campaign to build a system through which homelessness among Santa Clara County families with children becomes rare, brief, and non-recurring. Heading Home launched on October 5, 2021, with the goal of reaching “functional zero” for unhoused families by 2025, meaning that the number of housing placements for families is greater than the number of families entering homelessness. The campaign is a community-wide effort led by the County, the Santa Clara County Housing Authority (SCCHA), the City of San José, and Destination: Home in collaboration with non-profit partners including Amigos de Guadalupe, Abode Services, Bill Wilson Center, Carry the Vision, Family Supportive Housing, HomeFirst, St. Joseph’s Family Center, and the YWCA Golden Gate Silicon Valley and internal County Departments including the Social Services Agency (SSA) and Valley Homeless Healthcare Program.

Heading Home’s focus includes four primary strategies:



Leveraging Emergency Housing Vouchers (EHVs) for literally homeless families



Expanding homelessness prevention strategies



Expanding Rapid Rehousing Programs



Creating new permanent affordable and supportive housing units

- From October 1, 2021 through December 31, 2022, 635 families with children (942 adults and 1,282 children) obtained permanent housing and an additional 474 families were issued EHVs and began the housing search process.
- Nightly temporary shelter capacity for unhoused families increased from 240 to 380 units. Newer resources include the City of San José’s Emergency Interim Housing site located on Evans Lane, which provides 49 units of temporary shelter to unhoused families and the expansion of the County’s family motel program with 89 nightly hotel rooms available for unhoused families.
- The County Board of Supervisors approved a \$4,000,000 Challenge Grant to the City of Palo Alto and LifeMoves to support the construction of a new Service-Enriched Shelter in North County, which will include 24 emergency interim housing units for families and open in 2023.
- Leveraged multiple public and private funding sources including a \$1,000,000 grant from the “Bezos Day 1 Families Fund” awarded to Destination: Home, \$2,066,000 from SCCHA’s EHV Administrative Funds awarded by the U.S. Department of Housing and Urban Development, and a \$2,498,963 Family Homelessness Challenge grant from the California Interagency Council on Homelessness.

The progress achieved over the course of the campaign to date is possible because of a concerted effort and collaboration between public, private, and nonprofit partnerships.

HIGHLIGHT

Emergency Housing Vouchers

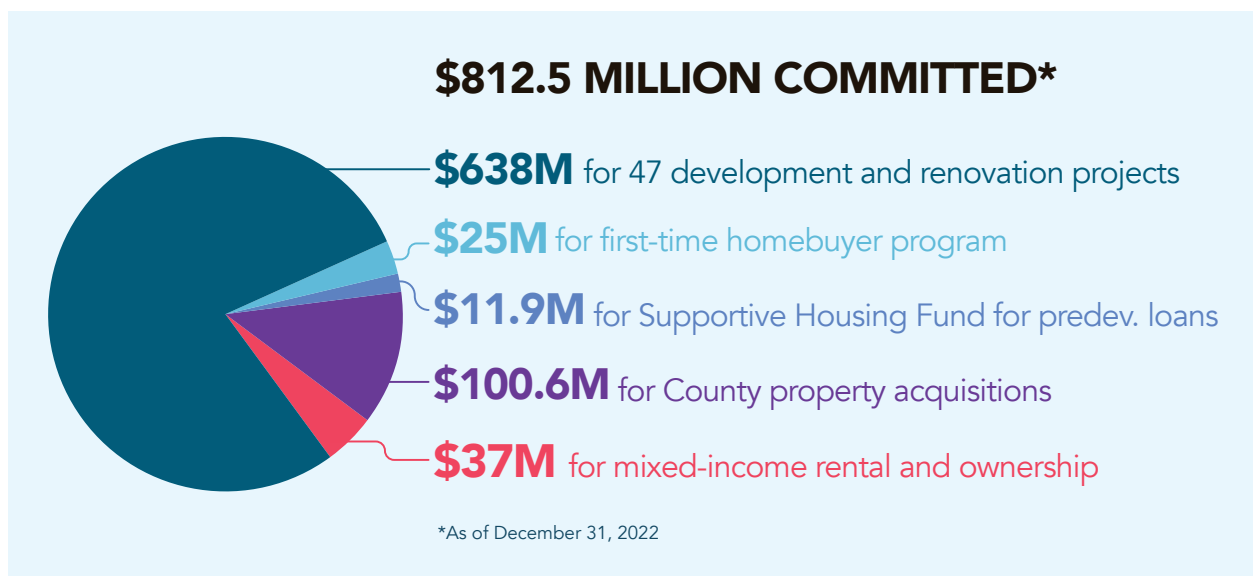
As part of the American Recovery Plan (ARP), the Department of Housing and Urban Development (HUD) issued 70,000 Emergency Housing Vouchers (EHVs) across the nation. These vouchers provide long-term rental assistance to households who are homeless, at risk of homelessness, fleeing gender-based violence, or with a high risk of housing instability. The County partnered with the Santa Clara County Housing Authority (SCCHA), which was allocated 1,033 vouchers for Santa Clara County residents. Through Heading Home, the vast majority of the vouchers were allocated for unhoused families. As of early 2023, more than 1,000 applications for EHVs were submitted to SCCHA, with 407 families housed, 500 in housing search, and the remainder pending approval.

Our community’s success in maximizing this opportunity is rooted in close collaboration among partners including OSH, SCCHA, nonprofit service providers, and others. As a result of this infusion of resources and close collaboration, the waiting time for families between assessment and referral to a housing program reduced from 90 days to less than a week, meaning that unhoused families could almost immediately move from assessment to housing search. However, the lack of affordable rental units remains a significant challenge for all renters, especially voucher holders. An extremely low vacancy rate means that an average of 15 low-income renters in Silicon Valley are competing for each available unit.¹ Over the next year of the campaign, Heading Home partners will focus on landlord engagement strategies to expand the pool of available rental housing for voucher holders and other low-income renters.

Source: RentCafe, The Most Competitive Rental Markets in 2022, <https://www.rentcafe.com/blog/rental-market/market-snapshots/most-competitive-rental-markets-2022/> (last accessed October 10, 2022).

2016 Measure A Affordable Housing Bond Progress

In November 2016, Santa Clara County voters took a crucial step toward ending homelessness by approving a \$950 million Affordable Housing Bond. This landmark housing bond is expected to fund 4,800 new units of housing for extremely low-income and very low-income households. Over the past six years, a significant portion of bond funding has been committed:



As funded developments are completed and open to residents, they become home for thousands of families and individuals who are extremely or very low-income or are exiting homelessness, including families with children, veterans, seniors, young adults aged 18-24, and people with disabilities.

47 DEVELOPMENTS	1,186 UNITS OPEN NOW	821 TO OPEN IN 2023
4,363 TOTAL NEW UNITS	+ 689 RENOVATED UNITS	= 5,052 UNITS TOTAL
9 CITIES	\$25 MILLION FIRST-TIME HOMEBUYER PROGRAM	

Measure A Project Highlights

Vela Apartments: Rapid Rehousing to Long-term Stability

Vela Apartments was approved for funding in 2018. Leading up to that approval, and ever since, numerous partners have worked tirelessly to make the Vela Apartments a reality. In 2022, the new development by Affirmed Housing became home to 87 individuals and families.

Vela Apartments was the first project to be approved with units dedicated to people enrolled in rapid rehousing. Rapid rehousing provides participants with up to two years of hands-on support, connections to resources, and financial assistance with rent payments, with the ultimate goal of independent housing stability for each household. Finding an apartment that will be affordable in the long term, after rapid rehousing assistance ends, is a huge part of that goal.

The 14 deeply affordable apartments at Vela dedicated to rapid rehousing participants represent a new strategy in the community to ensure long-term stability for families and individuals as their rapid rehousing assistance tapers and ends. This strategy has been replicated in subsequent approved developments, with a total of 501 deeply affordable rapid rehousing apartments in construction or approved for funding by the end of 2022.



Jackson Avenue Townhomes: Affordable Homeownership

Homeownership can provide a foundation for long-term economic stability that benefits families for generations, but, for many Santa Clara County residents, buying a home is an unachievable dream. In November of 2022, the County of Santa Clara approved a new first-time homebuyer project funded by the 2016 Measure A Affordable Housing Bond, to be developed by Habitat for Humanity East Bay/Silicon Valley.

The Jackson Avenue Townhomes will offer a path to homeownership in San José to 14 families, with a mix of two-, three-, and four-bedroom townhomes, which will be constructed as two-story duplexes and five-plexes.



Location: San José

Construction Completion Target: December 2025

Total Townhomes: 14

Housing Bond Funding: \$4,000,000

Pavilion Inn: Young Adult Supportive Housing

In 2022, the Santa Clara County Youth Action Board led a planning process to develop the Community Plan to End Youth and Young Adult Houselessness. Through this process, young adults with experience of homelessness, advocates, and local service providers called for more affordable housing options that would allow young adults the stability, support, and autonomy they need to thrive. The Pavilion Inn development, approved in November of 2022, leverages the 2016 Measure A Affordable Housing Bond, Homekey funding from the State of California, State funding through the City of San José, and Santa Clara County Housing Authority vouchers to begin to fill this gap.

The Pavilion Inn project will convert a 61-room hotel into 43 apartments for young adults aged 18-24. Twenty-one of those apartments will be dedicated to young adults with disability-related special needs for housing support. These permanent supportive housing (PSH) apartments will provide youth with long-term service coordination, connections to medical and mental health care, and opportunities to build community and autonomy. Eighteen of the Pavilion Inn apartments will be set aside as transitional housing for young adults, providing time-limited service coordination and community support so that residents can independently transition to other housing.

In addition to an on-site property manager, this development will house three mentors to provide support for residents. The outdoor space at Pavilion Inn will offer a large barbecue and patio area for use by residents, as well as an indoor community room and attached kitchen.



Location: San José
Construction Completion Target: August 2023
Total Apartments: 43
Supportive Housing Apartments: 21
Housing Bond Funding: \$4,200,000

Distel Circle: First All-Affordable Housing Development in the City of Los Altos

In September 2022, the Los Altos City Council voted to approve the first all-affordable housing development in the City of Los Altos, located at 333 Distel Circle. The project is a joint effort between the City of Los Altos, the County of Santa Clara, and EAH Housing, a non-profit housing developer. The five-story building will include 90 units ranging from studios to 3-bedroom apartments, and 25 percent of units will be set aside for Permanent Supportive Housing (PSH).

The County purchased the land for the development from the Midpeninsula Regional Open Space District in 2021 and partnered closely with the City of Los Altos and EAH to develop the project, including significant community input regarding design features and the services that should be provided to residents. Construction is expected to begin in 2024, with leasing beginning in 2025 or 2026.



Location: Los Altos
Construction Completion Target: 2025
Total Apartments: 90
Supportive Housing Apartments: 20
Housing Bond Funding: \$8,726,082

Conclusion

As this report concludes, we reflect on 2022 and how our collaborative efforts are slowing the growth of our homelessness crisis and eventually reaching our goal of ending homelessness in Santa Clara County. Through innovative and strategic partnerships, new service delivery models, and collaborative efforts to maximize funding opportunities, expand housing development, and increase available programs, we are making very real progress.

We still have much work ahead of us to solve this crisis. There are still 10,000 unhoused people in our community, and tens of thousands more who are at risk of homelessness, severely rent burdened, or otherwise unstably housed. To truly end homelessness in our community, we must:

- Continue building permanent housing that includes deeply affordable and supportive housing units;
- Further expand our temporary housing and emergency shelter options and crisis response services to meet the basic needs of our unhoused neighbors who are living outside;
- Increase homelessness prevention programs that keep at-risk families and individuals in their homes; and
- Address the root causes of homelessness through upstream policy and system changes.

As we continue our efforts to end this crisis, we will rely on the collaborative effort of our community – people with lived experience, neighbors, housing providers, service providers, property owners and managers, grant makers, elected officials, and both public and private sector partners. We hope you will join us as we employ new and innovative strategies, build partnerships, and embrace progress toward a more inclusive future with abundant opportunity for all in our community.



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Being homeless, we know ‘normal people’ look down on us. Being in my own place, I have built more self-respect and more self-esteem for myself, which carries over into different areas. I’m proud.

– Kellie, Advocate, Volunteer, and Resident of Supportive Housing