



# COMMUNITY PLAN TO END HOMELESSNESS IN SANTA CLARA COUNTY

2015-2020

## WHAT WE WANT

A community in which all residents have access to appropriate and affordable housing and the support they need to retain it. We can end homelessness.

WE KNOW HOW.

## WHO WE ARE



## ABOUT THIS PLAN

This plan exists to create a community-wide roadmap to ending homelessness for the next five years. This plan will guide governmental actors, nonprofits, and other community members as they make decisions about funding, programs, priorities, and needs. This plan was created in April-August 2014 after and through a series of community summits related to specific homeless populations and homeless issues in Santa Clara County, including summits related to:

Youth | Families | Veterans | North County | South County | Environmental advocates

Discharging institutions (health care, mental health, corrections)

Nonprofit board members | Disruptive thinking about housing

An implementation body will use this plan as a guide to create an annual community action plan that will provide the “how” to this plan’s “what.” In 2014, the annual action plan has been heavily informed by the information provided by community members at the summits.

## OUR VISION: No one lives outside.

**It can happen to anyone:** a job loss; a medical condition; missing a rent payment; falling behind and finding that you have nothing to fall back on. There are many ways someone can become homeless and only one way to really solve it. Homelessness doesn't end when we clear out an encampment or when we hand out blankets. Homelessness ends when everyone has a home.

In our community, a public-private partnership has been formed and already started removing traditional institutional barriers, creating new ways to provide accessible and affordable housing and defying convention in finding homes for many people, but there is still more to be done. It is time for our successes to be brought to scale.

Silicon Valley doesn't give up when there's a challenge. We solve it.

Over the last decade, Santa Clara County has gradually organized around a community-wide effort to address homelessness. In 2003, the City of San Jose completed a Homeless Strategy designed to eliminate chronic homelessness by focusing on prevention, rapid rehousing, wraparound services and proactive efforts. That led to Santa Clara County's 2005 Ten Year Plan to End Homelessness, and the 2008 Blue Ribbon Commission culminating in the establishment of Destination: Home as the public-private partnership vehicle to implement these strategies, resulting in a 2011 campaign geared towards ending chronic homelessness. Time and results have taught us that of the strategies laid out in 2003, access to housing is what works.

We can end homelessness. We know how. Move people into homes and align the support services they need to be successful and the cycle of homelessness stops.

Over the last two years, our coordinated effort proved that a Housing First model works in Santa Clara County. It demonstrated what national experts have known for years: it's cheaper to permanently house someone than to continually care for them while they live on the street. Lasting inter-agency partnerships have been forged and a new table of local leadership emerged to tackle our toughest barriers. With the momentum of this short term campaign, a singular question presented itself, "How many people should we leave on the streets?" The immediate and definitive answer our leaders delivered was, "None."

Ten years of progress has brought Santa Clara County to this point in time. We have **new collaborative cross sector partnerships**. We have a track record of success with **a new housing system**. We have **new tools** to engage both public and private sector funders. The public is demanding a real solution to homelessness and we are dedicated to delivering one. It's time to reimagine homes and rebuild lives. **We can end homelessness**. This is how we start.

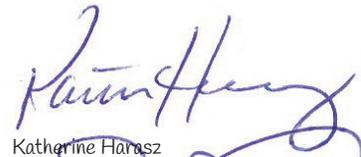
The Destination: Home Leadership Board:



Chris Block



Shannon Giovacchini



Katherine Harasz



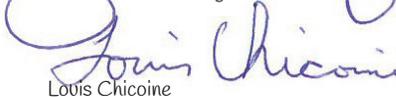
Jan Bernstein Chargin



Eleanor Clement Glass



John A. Sobrato



Louis Chicoine



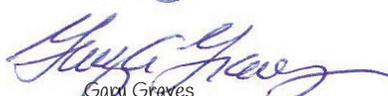
Beau Goldie



Ben Spero



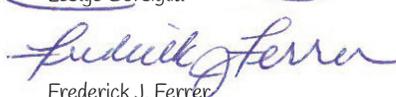
Leslye Corsiglia



Gary Graves



Ted Wang



Frederick J. Ferrer

# HOW CHANGE WILL HAPPEN:

**1 DISRUPT SYSTEMS**

Develop disruptive strategies and innovative prototypes that transform the systems related to housing homeless people.

**2 BUILD THE SOLUTION**

Secure the right amount of funding needed to provide housing and services to those who are homeless and those at risk of homelessness.

**3 SERVE THE PERSON**

Adopt an approach that recognizes the need for client-centered strategies with different responses for different levels of need and different groups, targeting resources to the specific individual or household.

# OUR TARGETS:

## CHRONICALLY HOMELESS:

**2,518** Will Be Housed



In the 2013 Santa Clara County Point In Time (PIT) count, there were 2518 chronically homeless people, not including veterans.

## VETERANS:

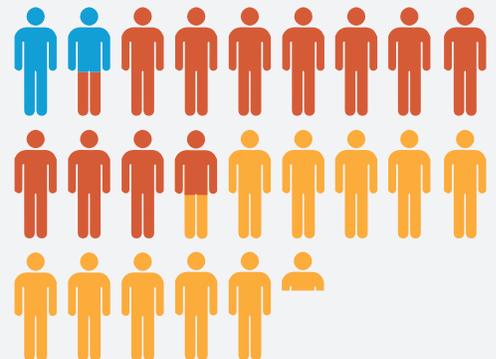
**718** Will Be Housed



In the 2013 PIT count, 718 veterans were homeless.

## CHILDREN, YOUTH, AND FAMILIES:

**>2,333** Will Be Housed



In the 2013 PIT count, 1,266 unaccompanied youth under the age of 25 were identified, of which 164 (13%) were under 18. Also, there were 1,067 homeless individuals living in 349 families with at least one child under 18.

One  represents 100 people

# 1 DISRUPT SYSTEMS

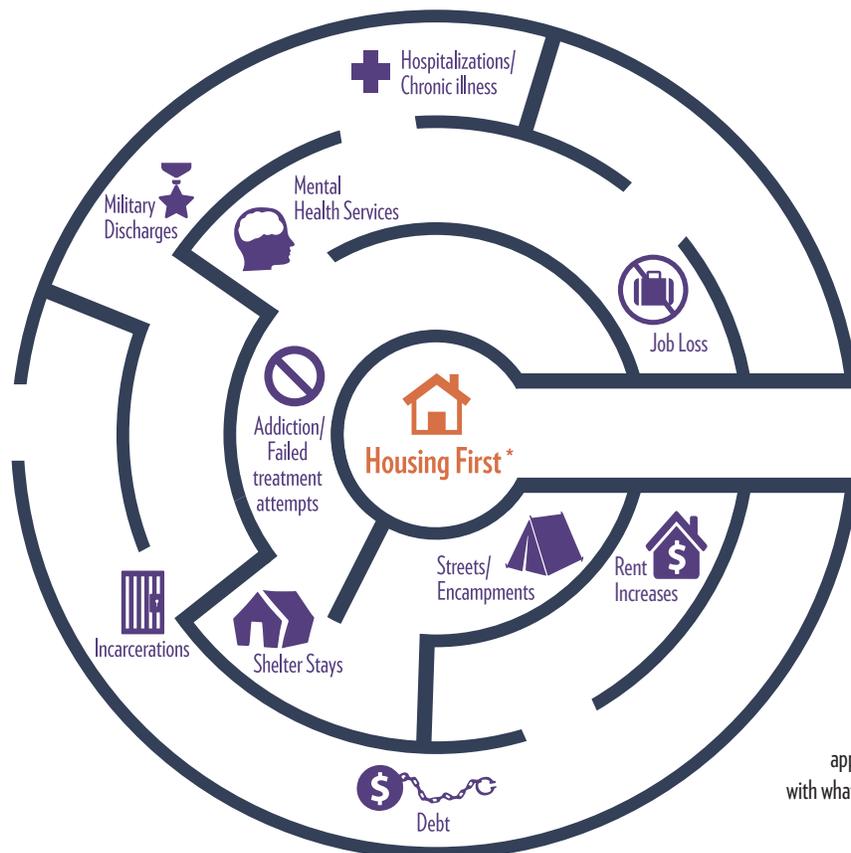
ACT FAST. STOP MANAGING AND START ENDING HOMELESSNESS.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
<p>TRANSFORM THE WAY GOVERNMENT RESPONDS TO HOMELESSNESS</p>	Rethink how government organizes to respond to homelessness	Independent, siloed responses from each government system, each focused on one piece of the puzzle (e.g., health care, income)	Regionally coordinated resources and funding with all systems accountable for moving people into housing
	Ensure people leaving systems do not become homeless	Some homeless people leave systems (corrections, hospitals, mental health, foster care) without a next step in place	At discharge, all individuals have a plan for permanent housing and none are discharged to the streets
	Increase access to benefits for people who are homeless or at risk of homelessness	In 2013, 35% of homeless people received no government benefits	Homeless and at-risk individuals access all income and service benefits for which they are eligible
<p>INCLUDE THE PRIVATE SECTOR AND THE COMMUNITY IN THE SOLUTION</p>	Increase awareness	People in the private sector and community often see homelessness as an intractable and remote problem	Community members will understand their role in responding to homelessness and know it is solvable
	Increase and align private resources	Overall, private funding is unpredictable and working towards diverse goals	There is a coordinated funding strategy across the community, increasing funding, working towards the same goals, and relying on best practices
	Provide opportunities for the business sector to address homelessness	Businesses, often unintentionally, create barriers to ending homelessness	Businesses are partners in housing and employing people who are homeless
	Collaborate with community organizations	Some community groups target their resources to short-term responses	Informed community groups partner with other sectors to support efforts that end homelessness
	Engage with the environmental community to reduce the environmental impacts of homelessness	Unsheltered homelessness negatively impacts the environment and waterways and reduces the value of a community resource	This community has restored the environment, providing employment/housing opportunities for those formerly living in encampments

# 1 DISRUPT SYSTEMS

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
THE BEST HOMELESS SYSTEM OF CARE	Coordinate housing and services to connect each individual with the right housing solution	Homeless people may call many providers and sit on several waiting lists before they get housed and many families become homeless when it could be avoided	People who are homeless or at risk of homelessness get connected directly to the right resource for them
	Respond to system barriers and service gaps by making the best use of existing assets	There are many homeless programs and responses in this community, but no great way of knowing what works best, with lots of people still living outside	Community-wide, outcome-based decisions about the best programs and structures to meet community needs are made and implemented
	Partner across public and private sectors to improve systemic coordination	The private and public sectors operate independently, resulting in a patchwork of funding, priorities, and outcomes	Private sector and public sector funding is mutually supportive, creating a system of care that's internally consistent
	Increase provider capacity	Homeless providers want to end homelessness, but may not have the resources to do that	All homeless providers have sufficient resources to successfully implement programs that end homelessness

## Managing Homelessness



## Ending Homelessness



\* Housing First centers on providing people experiencing homelessness with housing as quickly as possible - and then providing services needed to maintain their housing. This approach has the benefit of being consistent with what most people experiencing homelessness want and seek help to achieve.

# 2 BUILD THE SOLUTION

SCALE THE RESOURCES TO MEET THE NEED.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
CREATE NEW HOMES AND OPPORTUNITIES FOR HOMELESS MEN, WOMEN, AND CHILDREN	Create 6,000 housing opportunities	There are approximately 6,000 people in our three target populations who do not have homes	People who are homeless have 6,000 more housing opportunities available to them
	Fund supportive services for the new housing opportunities	People who are homeless, even if they have housing, often cannot maintain it without case management, health care, and financial services	Each of the 6,000 new tenants has access to the services that will allow him or her to maintain housing

## UNIQUE APPROACHES TO UNIQUE POPULATIONS

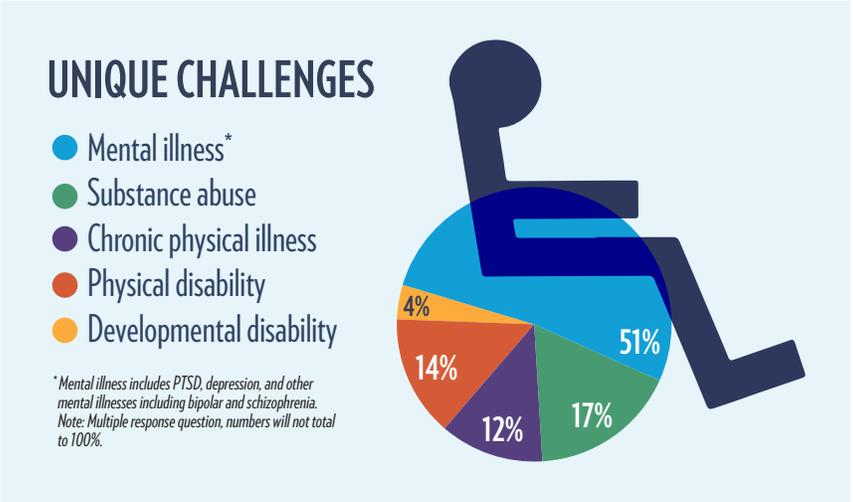


# 3 SERVE THE PERSON

GIVE PEOPLE WHAT THEY NEED, NOT WHAT WE HAVE.  
 MORE EFFECTIVE, MORE EFFICIENT, MORE HUMANE.

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
DIFFERENT RESPONSES FOR DIFFERENT LEVELS OF NEED	Provide permanent supportive housing to end chronic homelessness	Many disabled people who have lived outside, sometimes for years, need housing that responds to their conditions	Chronically homeless people can access permanent supportive housing with intensive case management and wrap-around services
	Expand rapid rehousing resources to respond to episodic homelessness	Some people in our community experience repeated bouts of homelessness and are not able to stabilize with the resources available to them	Households with barriers to housing can access a temporary housing subsidy and step down services that are structured to end homelessness for that household for good
	Prevent homelessness before it happens	There are not enough resources available to help people avoid homelessness, or avoid homelessness again	Households at risk of homelessness have access to homeless prevention resources: housing stability services, emergency rental assistance, financial literacy, & landlord/tenant assistance and employment support services: child care, transportation, job training & placement

**64%** of 2013 survey respondents reported a unique challenge.



Source: Applied Survey Research. (2013). Santa Clara County Homeless Census & Survey, Watsonville, CA. For more detail or to view the comprehensive report, please visit [www.appliedsurveyresearch.org](http://www.appliedsurveyresearch.org).

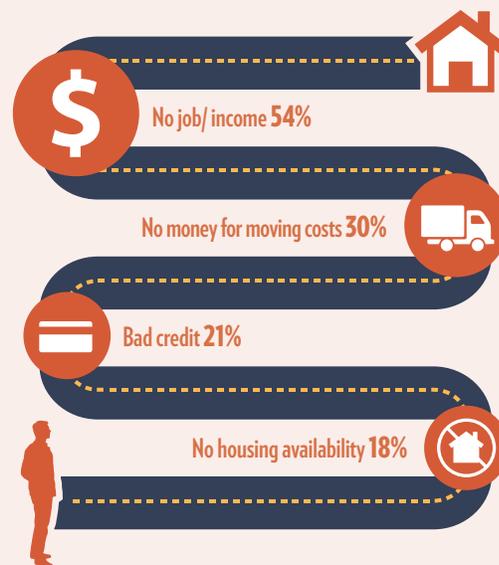
# 3 SERVE THE PERSON

WHAT WE ARE DOING	HOW WE WILL DO IT	2015	2020
UNIQUE APPROACHES FOR UNIQUE POPULATIONS	Create bridges and supports for populations who struggle to function within the homeless system of care	Certain populations have specific barriers to accessing the resources available to them to end their homelessness: <ul style="list-style-type: none"> <li>• Veterans</li> <li>• Persons living with HIV/AIDS</li> <li>• Persons with serious mental illness</li> <li>• People with disabilities</li> </ul>	Resources support all homeless subpopulations to access housing and make best use of their specific benefits, employment, housing opportunities, and access to food and healthcare
	Structure housing and services to meet the needs of young people experiencing homelessness	Youth, children, and families are failed by several systems of care when they become homeless, and young people are underserved by a homeless system designed to meet adult needs	Systems of care work together to support housing and services that meet the needs of families, children, and youth, including robust prevention programs
	Make resources available in all parts of the County	North & South County do not have many housing options, nor adequate access to county services, and transportation is limited	Housing and services are available to people living in North & South County, in their communities

## WHAT MIGHT HAVE PREVENTED RESPONDENTS' HOMELESSNESS



## OBSTACLES TO SECURING PERMANENT HOUSING



Source: Applied Survey Research. (2013). Santa Clara County Homeless Census & Survey. Watsonville, CA. For more detail or to view the comprehensive report, please visit [www.appliedsurveyresearch.org](http://www.appliedsurveyresearch.org).

# THANK YOU!

Each summit was attended by a variety of stakeholders that donated their time to ensure that this plan includes input from the full community.

## PLANNING PARTNERS INCLUDED:

Abode Services	Gilroy Compassion Center	Santa Clara County Creeks Coalition
ACT for Mental Health	Goodwill of Silicon Valley	Santa Clara Valley Medical Center
Audubon Society	Office of Assemblyman Rich Gordon	Santa Clara Valley Water District
Bill Wilson Center	Greenbelt Alliance	Office of Supervisor Joe Simitian
California Water Boards	The Health Trust	The County of Santa Clara
Office of Supervisor Dave Cortese	HomeAid Northern California	Second Harvest Food Bank
California Youth Connection	HomeFirst	Silicon Valley Children's Fund
Catholic Charities of Santa Clara County	Hospital Council of Northern California	Silicon Valley Community Foundation
City of Gilroy	Housing Authority of the County of Santa Clara	Silicon Valley Community Partnership
City of Milpitas	Housing Trust Silicon Valley	Sobrato Philanthropies
City of Morgan Hill	InnVision Shelter Network	South County Collaborative
City of San Jose	Kaiser Permanente	Stanford Hospital
City of Sunnyvale	Law Foundation of Silicon Valley	Sunnyvale Community Services
The Commonwealth Club	Purissima Hills Water District	Swords to Plowshares
Community Solutions	Restore Coyote Creek	United Way Silicon Valley
Community Technology Alliance	St. Joseph's Family Center	Valley Homeless Healthcare Program
Community Working Group	St. Mary Parish Gilroy	Veterans Administration, Palo Alto Healthcare System
The David & Lucille Packard Foundation	San Jose State University	Water and Power Law Group PC
Destination: Home	Santa Clara Adult Education	West Valley Community Services
Downtown Streets Team	Santa Clara County Office of Reentry Services	
Family Supportive Housing, Inc.		

Taking this plan forward,  
**THE 2014 IMPLEMENTATION GROUP INCLUDES:**

Alison Brunner, Law Foundation of Silicon Valley	Kate Severin, Department of Veterans Affairs
Beth Leary, Family Supportive Housing	Katherine Harasz, Housing Authority of the County of Santa Clara
Chris Elias, Santa Clara Valley Water District	Kevin Zwick, Housing Trust Silicon Valley
Eileen Richardson, Downtown Streets Team and Community Technology Alliance	Ky Le, County of Santa Clara
Elise Cutini, Silicon Valley Children's Fund	Leslye Corsiglia, City of San Jose
Ellen Clear, The David and Lucile Packard Foundation	Louis Chicoine, Abode Services
Erin Gilbert, Charles and Helen Schwab Foundation	Michael Fallon, San Jose State Universtiy
Erin O'Brien, Community Solutions	Michael Fox, Goodwill Industries
Frederick J. Ferrer, The Health Trust	Poncho Guevara, Sacred Heart Community Services
Javier Aguirre, Santa Clara County Office of Reentry Services	Rick Williams, Sobrato Family Foundation
Jeff Ruster, City of San Jose Work2Future	Roberta Rosenthal, Department of Veterans Affairs
Jennifer Loving, Destination: Home	Sara Doorley, Valley Healthcare for the Homeless
Jenny Niklaus, HomeFirst	Shiloh Ballard, Silicon Valley Leadership Group
Julie Gantenbein, Water & Power Law Group PC	Sparky Harlan, Bill Wilson Center
Karae Lisle, InnVision Shelter Network	

Our gratitude to each of you  
 for your work and dedication  
 to ending homelessness together.

[DESTINATIONHOMESCC.ORG](http://DESTINATIONHOMESCC.ORG)