



PATHWAYS TO HOUSING

HOMELESS RESPONSE STRATEGY IMPLEMENTATION *and* EXPENDITURE PLAN



Table of Contents

- 3 Acknowledgements
- 4 Executive Summary
- 16 Introduction
- 35 Analysis of Current Situation: Challenges and Opportunities
 - Priority Area 1: Regional Collaboration and Coordination*
 - Priority Area 2: Affordable and Supportive Housing*
 - Priority Area 3: Homelessness Prevention*
 - Priority Area 4: Services for the Most Vulnerable Residents*
 - Priority Area 5: Healthy and Safe Neighborhoods*
- 52 Roadmap: Vision, Principles, Goals, Strategies, and Actions
 - Goal 1: Increase Regional Collaboration and Coordination to Address the Homelessness Crisis*
 - Goal 2: Expand and Preserve Affordable Housing and Supportive Housing Options*
 - Goal 3: Support Homelessness Prevention*
 - Goal 4: Increase Access to and Continue Services for Unhoused and Vulnerable Residents*
 - Goal 5: Maintain Healthy and Safe Neighborhoods*
- 65 Implementation and Expenditure Plan
- 74 Conclusion
- 75 Appendix A - Strategies, Implementation, and Expenditure Plan Chart
- 79 Appendix B - Overview of Existing Programs and Services
- 81 Appendix C - Regional Overview
- 88 Appendix D - County District 5 Overview
- 90 Appendix E - Glossary

ACKNOWLEDGMENTS

The Homeless Response Strategy Implementation and Expenditure Plan was developed by City staff in collaboration with Homebase, a homelessness technical assistance provider, and with input from an advisory committee and other stakeholders. The City expresses its sincere gratitude to the Mountain View City Council, agencies, community groups, other partners, and the *Coordinating Together Network* who are essential to the success in establishing a continuum of homeless services to serve Mountain View residents.

City of Mountain View City Council (as of December 2024)

Mayor Pat Showalter
 Vice Mayor Lisa Matichak
 Councilmember Margaret Abe-Koga
 Councilmember Alison Hicks
 Councilmember Ellen Kamei
 Councilmember Lucas Ramirez
 Councilmember Emily Ann Ramos

City of Mountain View Executive Team

City Manager, Kimbra McCarthy
 Assistant City Manager, Audrey Seymour Ramberg
 Deputy City Manager, Kimberly S. Thomas
 Housing Director, Wayne Chen

City of Mountain View Human Services Division and Housing Department Project Team

Parneet Dhindsa, Human Services Manager
 Harsha Ramchandani, Housing Officer
 Jasmine Ortega, Management Fellow

A special thanks to the Homeless Response Strategy Implementation and Expenditure Plan Advisory Committee for sharing their experiences, providing invaluable input, and participating throughout the development of this

Homeless Response Strategy Implementation and Expenditure Plan Advisory Committee Members

Alba Garza, Mountain View Los Altos Union High School District	Dr. Cheryl Ho, County of Santa Clara Behavioral Health Services	Priscila Bogdanic, Mountain View Whisman School District
Alice Lee, Representative from the Asian American and Pacific Islander community	Janleah McPherson, Mountain View Police Department	Priscilla Hernandez, Mountain View Chamber of Commerce
Amber Stime, MOVE Mountain View	Jody Ketcheside, Santa Clara County Housing Authority	Randy Tsuda, Alta Housing
Arturo Vidana, Lived Experience Member	Malia Pires, Reach SV	Ray Bramson, Destination Home
Brandi Jothimani, Community Services Agency of Mountain View, Los Altos and Los Altos Hills	Melissa Barbosa, Lived Experience Member	Sonia Sanchez, Foothill College
Pastor Brian Leong, Lord’s Grace Christian Church	Michelle Covert, County of Santa Clara Office of Supportive Housing	Stacy Cobb, Lived Experience Member
	Peter Katz, Mountain View Chamber of Commerce	Tom Myers, Community Services Agency of Mountain View, Los Altos and Los Altos Hills
		Wei Qun E., The United Effort Organization

Coordinating Together Network (as of December 2024)

Cafecito	Day Worker Center of Mountain View	MOVE Mountain View
CASSY	Hope’s Corner	Pacific Clinics
Community Health Awareness Council	LifeMoves	Reach SV
Community Services Agency of Mountain View, Los Altos, and Los Altos Hills (CSA)	Los Altos Mountain View Community Foundation	St. Athanasius Church
County of Santa Clara Office of Supportive Housing /(County Continuum of Care)	Momentum for Health	STAND4 INC.
County of Santa Clara Office of Supervisor Joseph Simitian	Mountain View Los Altos High School District	The Hope Hangar
	Mountain View Whisman School District	The United Effort Organization
		YMCA of Silicon Valley – El Camino Branch

EXECUTIVE SUMMARY

Introduction

Since 2016, the City of Mountain View (the City) has dedicated nearly \$1 million in Limited Period funds per year to programs and services for people experiencing or at risk of homelessness. In addition, the City has made important organizational changes to provide ongoing focus and staff resources to address homelessness and the needs of the unstably housed. This includes the creation of a Community Outreach Officer position in 2017, a Human Services Division in 2021, and a stand-alone Housing Department in 2023.

In response to the COVID-19 pandemic, starting in 2020, the City launched several additional major initiatives to protect its most vulnerable residents, seeking to lessen the pandemic's impact on the unhoused and prevent additional homelessness. This included a \$5.3 million rent relief program, funded largely through Federal rescue funds and community contributions, and the LifeMoves Mountain View interim housing program with a \$2.4 million contribution from the City.

Recognizing that homelessness is a regional challenge and cities have limited expertise and no dedicated funding streams, the City's approach has been to proactively collaborate with and leverage funding from the County of Santa Clara Office of Supportive Housing, the lead agency for homelessness and prevention services. **The focus has been on strategies that help unhoused and unstably housed residents enter and make progress along a pathway to permanent housing.**

On June 13, 2023, the Mountain View City Council adopted the Fiscal Years 2023-25 Council Work Plan, including a priority project to develop a Homeless Response Strategy Implementation and Expenditure Plan (the Plan).



The City’s existing strategies to address homelessness were launched and evolved in response to community needs and resident concerns before a long-range plan could be developed and without a dedicated ongoing funding source. As Mountain View was taking action that was without precedent among other local jurisdictions, there was not a significant research base of best practices. Therefore, the Plan provides a timely opportunity to reflect on the City’s work over the past eight years, set forth a roadmap for addressing homelessness in Mountain View over the next seven-to-ten years, and explore ongoing funding needs and sources to replace annual reliance on Limited Period funds.

The Plan includes an overview of existing programs and services, an analysis of challenges and needs, and a set of five goals with strategies and action steps designed to address these needs. **The primary focus of the Plan is to promote regional collaboration and leverage the City’s existing resources, authority and expertise with actions that continue and enhance a core set of current services and explore additional opportunities to build on the City’s existing response.** There is also an expenditure plan that prioritizes the timing of each strategy and identifies the need for new partners and resources to implement new and enhanced strategies.

The Plan is intended to be a living document that will incorporate ongoing review and regular updates based on changes in administrative or legal guidance, community priorities, funding opportunities, and future iterations of the 2020-2025 Santa Clara County Community Plan to End Homelessness, the County of Santa Clara’s roadmap for ending homelessness in the county.

The City’s Plan is aligned with the Santa Clara County Community Plan to End Homelessness which sets clear, achievable goals to reduce homelessness throughout the county. Given the severe shortage of affordable housing, the goal is not to strive for an unrealistic “functional zero,” where the system has the capacity to house everyone who is homeless. Rather the aim is to prevent homelessness wherever possible and build a system that ensures homelessness is rare, brief, and non-recurring.



County and City Homelessness

The County of Santa Clara is the lead government agency for coordinating, planning, and distributing funding for homeless programs and services in Santa Clara County. The agency has implemented a coordinated, system-wide response to homelessness, known as the County of Santa Clara Supportive Housing System. This system integrates the efforts of the Continuum of Care, a consortium of partners who collectively work to prevent and end homelessness, with the County of Santa Clara as the lead partner. The County of Santa Clara, through its Office of Supportive Housing, is responsible for applying for federal and state grants on behalf of the region; coordinating access and referrals to housing programs; setting performance benchmarks; and collecting and managing data on homelessness. The City is one of many agencies and organizations who interface with the County of Santa Clara's Supportive Housing System.



According to the most recent countywide Point-in-Time Count for which data is available (2023), 9,903 people were experiencing homelessness on a given night in Santa Clara County.¹ Of those, 562 people were homeless in the City of Mountain View.² The Point-in-Time Count, which occurs every other year and seeks to enumerate all people experiencing homelessness in Santa Clara County, provides a baseline for understanding homelessness in the region. The count includes both those who are living in shelter³ and those who are unsheltered -- living outside or in a place not meant for people to live, such as a car, park or abandoned building. About three-quarters of people experiencing homelessness in Santa Clara County and Mountain View are unsheltered.⁴

With nearly 10,000 people experiencing homelessness and such a large proportion living outside, the region and the City have put considerable effort and resources into housing programs and services. Notably, in 2023 nearly 4,500 homeless persons in Santa Clara County were housed, a 29% increase

¹ Santa Clara County 2023 Homeless Census and Survey Reports (Point-in-Time Count): <https://osh.sccgov.org/continuum-care/reports-and-publications/santa-clara-county-homeless-census-and-survey-reports-point>

² Ibid.

³ The sheltered count includes anyone living in a publicly or privately operated shelter designated to provide temporary living arrangements such as emergency shelters, interim housing, and hotels and motels paid for by charitable organizations or federal, state, and local government programs.

⁴ Santa Clara County 2023 Homeless Census and Survey Reports (Point-in-Time Count): <https://osh.sccgov.org/continuum-care/reports-and-publications/santa-clara-county-homeless-census-and-survey-reports-point>



from the prior year.⁵ Yet, despite these successes, Santa Clara County experienced a 24% increase in the number of people becoming homeless for the first time.⁶ Across Santa Clara County, more people are becoming homeless each year and current efforts are not able to stem the tide. For every one household that exited homelessness, another 1.6 households entered homelessness in Santa Clara County for Fiscal Year 2023-24. In Mountain View, for every household that exited homelessness, another 2.6 households entered homelessness.

This trend comes as no surprise considering the cost of living, and especially the cost of housing, in Santa Clara County and the larger Bay Area region. Among county renters between 2017 to 2021, 41% were either severely cost-burdened or cost-burdened (spending more than 30-50% of their income on housing). In Mountain View, over this same time frame, 36% of total renters were either cost-burdened or severely cost-burdened. When households are stretched thin in this way, one unexpected expense or emergency can result in losing housing. The homelessness crisis has been further exacerbated by the expiration of the COVID-19 pandemic-era tenant protections and financial assistance, a lack of federal and state investment in affordable housing, and incomes not rising to meet housing costs.



⁵ Ending Homelessness 2023: The State of the Supportive Housing System in Santa Clara County: <https://osh.sccgov.org/sites/g/files/exjcpb671/files/documents/SOH%202023%20report%20-%20web.pdf>

⁶ Ibid.

County and City Homelessness Response

County of Santa Clara Homelessness Response

Responding to the high level of need for affordable housing and the desire to efficiently utilize scarce resources, the County of Santa Clara has prioritized funding and development of housing for residents experiencing homelessness and extremely low-income households. Affordable housing development provides a path to long-term housing stability for people who are unhoused and helps prevent future occurrences of homelessness caused by extreme housing costs. In November 2016, Santa Clara County voters approved Measure A, a \$950 million affordable housing bond. Measure A funding has allowed the County of Santa Clara and its partners to address the housing needs of the community's poorest and most vulnerable residents in a significant way, funding 120 new affordable housing developments over ten years, including 4,800 new units dedicated to extremely low-income and very low-income households. The City has secured access to \$80 million in Measure A funds through a Memorandum of Understanding with the County of Santa Clara.

In addition to the lack of sufficient affordable housing, people experiencing homelessness may have conditions that require ongoing supportive services to keep them stably housed. The County of Santa Clara provides a wide array of other services to meet the needs of residents, including the Homelessness Prevention System, outreach, Coordinated Entry, the Housing Problem-Solving Initiative, the Here4You Call Center, emergency sheltering, interim (temporary) housing, rapid rehousing, and permanent supportive housing. (Definitions of these services are provided in the Glossary in Appendix E.)



City's Focus Areas

The County of Santa Clara Supportive Housing System provides an array of programs and services to connect those experiencing homelessness or at risk of homelessness in Santa Clara County to needed resources. **While not the primary provider or funder of homeless programs and services, the City has identified several focus areas within the County of Santa Clara's Supportive Housing System to strategically invest its resources to better serve its residents.** The City has implemented a multi-pronged approach, involving collaboration and partnerships to combine and leverage resources to address homelessness and housing insecurity. Through the coordinated efforts of the Housing Department, Human Services Division, and Police Neighborhood and Events Services Unit, the City has supported affordable housing development, market-rate housing development, rent stabilization and tenant protections, safe parking, interim (or transitional) housing, permanent supportive housing, outreach, emergency sheltering, case management, supportive services, and basic services including hygiene and sanitation. The City also collaborates closely with community-based organizations, volunteer groups, and government agencies to combine and leverage resources to help as many people in need as possible. The City has convened a standing meeting since March 2020 to coordinate efforts and share information about local resources and services.

Below is a high-level summary of the City's focus areas within the County of Santa Clara Supportive Housing System with outcomes based on Fiscal Year 2023-24 data.⁷



OUTREACH

95 assessments completed⁸
\$42,000 invested annually



INTERIM HOUSING

100 household capacity
49% exited to stable/
permanent housing¹¹
\$2.4M (startup operations)



CASE MANAGEMENT

1,302 residents received
case management⁹
\$120,000 invested annually



PERMANENT SUPPORTIVE HOUSING

20 households
33 individuals housed
\$125,000 invested annually



SAFE PARKING

Up to 114 spaces
(as of December 2024)
31% exited to permanent
housing destinations¹⁰
\$700,000 invested annually



AFFORDABLE HOUSING

1,300 existing units
Nearly \$170M invested to date
since 2014

⁷ The benchmark for programs like Interim Housing is 41% exit into a permanent housing destination and the benchmark for programs like Safe Parking is 50% exit into a temporary or permanent housing destination.

⁸ The Vulnerability Index – Service Prioritization Decision Assistance Tool assessment considers a household's situation and identifies the best type of housing intervention to address their situation. Initiating a VI-SPDAT takes time and relationship-building to gain an individual's trust to disclose confidential and personal information.

⁹ Includes clients who completed a VI-SPDAT in prior years.

¹⁰ Includes a rental unit with no ongoing housing subsidy, a tenant or project-based Housing Choice Voucher, Rapid Rehousing or equivalent subsidy, or other ongoing housing subsidy; permanent tenure by staying or living with family; and a unit owned by the client with no ongoing housing subsidy.

¹¹ Indicates that these households may have reunited with family, signed leases (market rate, below market rate, or with time-limited rent subsidies), or otherwise exited to a place meant for human habitation.

In addition to the City’s ongoing initiatives to respond to the needs of its community, the City also implemented emergency relief efforts and programs during the COVID-19 pandemic, which are summarized below:

COVID-19 RESPONSE

HOMELESS PREVENTION *and* SUPPORTIVE SERVICES

\$17.8M



Secured Grants for Interim Housing

\$9M



The Heartwood Supportive Housing

\$5.3M



Rent Relief including Federal Funds

\$2.4M



Public Benefit Commitments for Interim Housing

\$400K



Portable Hygiene Stations¹²

\$141K



Isolation and Quarantine Program

ESSENTIAL NEEDS

\$2.4M



Guaranteed Basic Income Pilot Program

\$1.8M



Mountain View Solidarity Fund

\$1.3M



Utility Bill Assistance

\$94.8K



Grocery/ Essential Needs Gift Cards

SMALL BUSINESS SUPPORT

\$893K



Small Business Relief Programs

Since 2016, the City has implemented organizational changes to dedicate and focus staff resources specific to homeless response. These include the following:

- **Police Department:** A Community Outreach Officer was added to the Police Department Neighborhood and Events Services Division (PD-NES) to serve as a liaison between social services providers and the unhoused. A Behavioral Services Unit was established to reduce the frequency of Police contact with people experiencing a mental health crisis.
- **Human Services Division:** A new division was created in the City Manager’s Office to lead the City’s programs, services, and partnerships to meet the needs of Mountain View’s most vulnerable residents.
- **Housing Department:** A stand-alone department was created to align the City’s organizational structure with its robust affordable housing efforts.

Appendix B provides more information about the current array of services available in Mountain View, including those supported and funded by the City, in addition to those provided by community-based organizations and partner agencies.

¹² Restrooms, handwash stations, and showers.

Strategic Planning Process

In 2023, the City hired Homebase, a homelessness technical assistance provider, to support the development of the Plan. The purpose of the Plan is to serve as the City's roadmap for addressing homelessness over the next seven-to-ten years.

The Plan development process has occurred in three phases:



PHASE 1

Assessment of County and City Homelessness, such as review of existing conditions and the County of Santa Clara and the City's homelessness initiatives



PHASE 2

Stakeholder Engagement and Input, including the creation of an Advisory Committee



PHASE 3

Synthesis of Data and Development of Strategies



Analysis of Current Situation: Challenges and Opportunities

The project team conducted a review of homelessness data and the City's existing programs and services, as summarized in the sections above. In addition, the team reviewed the information provided through the stakeholder engagement process, including regular feedback from the advisory committee and input from other stakeholders to better understand the needs and opportunities to enhance services for homeless residents and those at risk of homelessness. Through this analysis, five themes emerged which are the basis of the Plan's goals, as described later in the Plan document. Highlights of needs, opportunities, and key actions in each of these thematic areas are summarized below.

Themes from Data Analysis *and* Stakeholder Feedback



REGIONAL COLLABORATION AND COORDINATION

Homelessness is not defined by geographic borders and the City, as a standalone entity, cannot end homelessness on its own. While the City has a deep, valued, and long-standing partnership with the County of Santa Clara - further collaboration across all jurisdictions is needed to effectively address homelessness in Santa Clara County.



AFFORDABLE AND SUPPORTIVE HOUSING

The significant shortage of affordable housing contributes to hundreds of countywide residents falling into homelessness each year. While the City is a recognized leader in affordable housing development, expanding the number of units in the affordable housing pipeline will increase housing supply and prevent homelessness for vulnerable households.



HOMELESSNESS PREVENTION

Homelessness prevention programs are critical to avoid the escalating, long-term crisis that results from homelessness and makes it harder to address. However, current resources are not sufficient to reach all residents in need. Expanded homelessness prevention services supported by countywide funding opportunities are needed to help individuals and families prevent or quickly resolve their homelessness.



SERVICES FOR THE MOST VULNERABLE RESIDENTS

The homeless population in Mountain View is diverse and mostly unsheltered. Focused, bilingual outreach and enhanced coordination and information sharing across service providers are necessary to reach people in need, understand how best to help them and maximize their access to available services and resources.



HEALTHY AND SAFE NEIGHBORHOODS

The effects of homelessness are far-reaching in the community. Cross-departmental collaboration at the city and county levels is critical to ensure that the homelessness response system serves the needs of the entire community.

Roadmap: Vision, Principles, Goals, Strategies and Actions

The Plan includes a vision statement and set of principles to help guide the goals, strategies, and actions described in the Strategy and Action Plan.

Vision Statement

The City of Mountain View is committed to working with its local and regional partners to help people at risk of losing housing remain housed and help those experiencing homelessness access services and secure available and safe housing.

Guiding Principles



PRINCIPLE 1
ADVANCE REGIONAL
COLLABORATION



PRINCIPLE 2
FOSTER DIVERSITY
AND INCLUSION



PRINCIPLE 3
VALUE DIGNITY AND
COMPASSION



PRINCIPLE 4
BUILD ON WHAT WE
HAVE LEARNED AND
ACCOMPLISHED



Goals and Strategies

The Plan identifies **five goals** for the City to prioritize in the years ahead requiring local and regional investments, commitments, and partnerships. Each goal has a set of corresponding **strategies (13) and actions (42)**. The goals and strategies are summarized below. The actions are organized as efforts to either continue, enhance, or explore and are listed later in the **Roadmap: Vision, Principles, Goals, Strategies, and Actions** section of this report.



GOAL 1

Increase Regional Collaboration and Coordination to Address the Homelessness Crisis

- **Strategy 1.1:** Collaborate and promote action by other jurisdictions
- **Strategy 1.2:** Strengthen partnerships to address regional homeless needs



GOAL 2

Expand and Preserve Affordable and Supportive Housing Options

- **Strategy 2.1:** Advance existing affordable housing projects
- **Strategy 2.2:** Increase the affordable housing pipeline
- **Strategy 2.3:** Diversify affordable supportive housing



GOAL 3

Support Homelessness Prevention

- **Strategy 3.1:** Expand existing housing stability and case management services
- **Strategy 3.2:** Complete development and implementation of the City's Displacement Response Strategy



GOAL 4

Increase Access to and Continue Supportive Services for Unhoused and Vulnerable Residents

- **Strategy 4.1:** Share information about homelessness resources
- **Strategy 4.2:** Tailor supportive services to meet unique needs
- **Strategy 4.3:** Maintain a sustainable base level of Safe Parking



GOAL 5

Maintain Healthy and Safe Neighborhoods










- **Strategy 5.1:** Engage and provide local businesses, community members, and City staff with resources to help address concerns related to people experiencing homelessness
- **Strategy 5.2:** Provide services to minimize and address environmental health concerns from litter and other waste associated with unhoused residents
- **Strategy 5.3:** Provide public safety services to address issues associated with homelessness

Implementation and Expenditure Plan

The Implementation and Expenditure Plan lists action items within each strategy and goal, including information regarding timelines, lead department/division, and costs.

As shown in **Table 1** below, the Plan includes 42 actions of which 19 are immediate, 13 are short-term, 6 are medium-term, and 4 are long-term. (The majority of the 19 immediate actions are existing actions staff recommend continuing, as described in the Implementation and Expenditure Plan section of this report.) The Plan identifies 26 actions as led or co-led by Human Services, 17 actions as led or co-led by the Housing Department, 9 actions as led or co-led by PD-NES, and 2 actions as led by the Fire Department. As shown, 26 out of the 42 actions can be undertaken with existing staff time.

Table 1: Number of Action Items by Timeline, Department Lead, and Cost

TIMELINE	ACTIONS COUNT	DEPARTMENT/DIVISION LEAD	ACTIONS COUNT	COST	ACTIONS COUNT
 Immediate	19	 Human Services	26		26
 Short-Term	13	 Housing	17	\$	9
 Medium-Term	6	 PD-NES*	9	\$\$	1
 Long-Term	4	 Fire	2	\$\$\$+	6
TOTAL: 42					

*Police Department-Neighborhood and Event Services Unit

Conclusion

The City is committed to doing its part to address the homelessness crisis within the context of the available resources, authority, and expertise of a small-sized city responding to a complex regional issue. Since 2016, the City has made strategic and meaningful investments in programs and services that are effectively serving those in the community who are experiencing homelessness or at risk of homelessness. However, the shortage of affordable housing and high costs of living in Santa Clara County, the Bay Area, and the state continue to drive up rates of homelessness. The City developed this Plan, *Pathways to Housing – Homeless Response Strategy Implementation and Expenditure Plan* to reflect on the City’s work over the past eight years and serve as the roadmap for addressing homelessness in Mountain View over the next seven-to-ten years through actionable goals, strategies and a plan for expenditures and implementation.

Appendices

- Appendix A: Strategies, Implementation, and Expenditure Plan Chart.
- Appendix B: A comprehensive overview of existing programs and services in Mountain View.
- Appendix C: A regional overview of homelessness, including a breakdown of the available programs and services for each city in Santa Clara County.
- Appendix D: A summary of the homeless programs and services in the County of Santa Clara Supervisorial District 5.
- Appendix E: A glossary of terms.

INTRODUCTION

Homelessness in the region has reached a crisis level, driven in large part by a **shortage of affordable housing**. As housing costs continue to rise, so does the number of people experiencing homelessness. These trends can be seen both regionally and statewide. At the state level, a recent report by the Corporation for Supportive Housing, a leading homelessness policy organization, lays out a plan to end homelessness in California by 2035 and calls for \$8.1 billion in annual investment for housing and services.¹³ To achieve the 2035 goal, California communities and stakeholders must understand the regional nature of homelessness, as well as the actions each jurisdiction and its neighbors are undertaking to prevent and end homelessness.

Across Santa Clara County, agencies have come together to address homelessness and its root causes through the countywide Community Plan to End Homelessness, which identifies the need for collaboration and investments in housing, shelter, and services. Over 100 partners, including 15 cities and towns in Santa Clara County, work daily to provide housing and supportive services to people experiencing homelessness

and maintain safe streets and communities. With nearly 10,000 people experiencing homelessness across the county, **there is an urgent need for everyone to do their part.**¹⁴

The City has played a large part in these efforts to address homelessness, investing an **average of \$1 million per year** from its General Non-Operating Fund, applying for and receiving **\$26.9 million** in State grants and philanthropic private donations, and securing **\$16 million** in housing services for Mountain View residents through partnerships with the County of Santa Clara. In addition, the City has invested nearly **\$170 million** since 2014 to increase the supply of affordable housing. Through these investments and partnerships, the City has increased the supply of permanent and affordable housing, strengthened the crisis response system, and provided supportive and basic needs services to people experiencing homelessness.

To sustain the City’s commitment and establish a roadmap for future action, the City Council’s Fiscal Years 2023-25 Work Plan included a priority project to develop a comprehensive Homeless Response Strategy Implementation and Expenditure Plan (the Plan). This project contributes to the Community for All and Intentional Development and Housing Options strategic priorities and aligns with the City’s 2023-2031 Housing Element Displacement Response Strategy and the 2020-2025 Santa Clara County Community Plan to End Homelessness.



¹³ California Can Solve Homelessness by 2035 if we Invest \$8.1 Billion Annually for Housing and Services, Corporation for Supportive Housing, December 2022: <https://www.csh.org/2022/12/california-can-solve-homelessness-by-2035-if-we-invest-8-1-billion-annually-for-housing-services/>

¹⁴ Santa Clara County 2023 Homeless Census and Survey Reports (Point-in-Time Count): <https://osh.sccgov.org/continuum-care/reports-and-publications/santa-clara-county-homeless-census-and-survey-reports-point>

County and City Homelessness

A variety of data is available to help understand, refine, and develop strategies to address homelessness. The County of Santa Clara Office of Supportive Housing reviews and collects countywide data from the Supportive Housing System for the entire county and can break the data down to help understand the unique needs and experiences of city and town residents. The data includes information about the number of people experiencing homelessness, where individuals most often sleep, the flow into and out of homelessness, the burden that housing cost places on renters, the reported precipitating factors resulting in homelessness, the demographics of people experiencing homelessness, and the inventory of housing resources compared to the need. These insights have informed the City's focus areas to invest its resources and expertise to supplement county-level programs and services and best address the needs of its residents.

The following data emphasizes the challenges underlying the homelessness crisis in Santa Clara County and the city. All data is from Fiscal Year 2023-24 unless otherwise noted.

With a significant portion of renters unable to afford monthly rent payments, the financial pressure leaves many households in an uncertain position, in which a single unexpected expense – a job loss, or a medical emergency – puts a household at risk of homelessness. Despite the County of Santa Clara Supportive Housing System's success at helping a record number of households resolve their housing crises in 2023, there continues to be a significant increase in the number of households experiencing homelessness for the first time. The inventory of supportive housing needed to assist the growing number of households falling into homelessness continues to fall short of meeting the need.

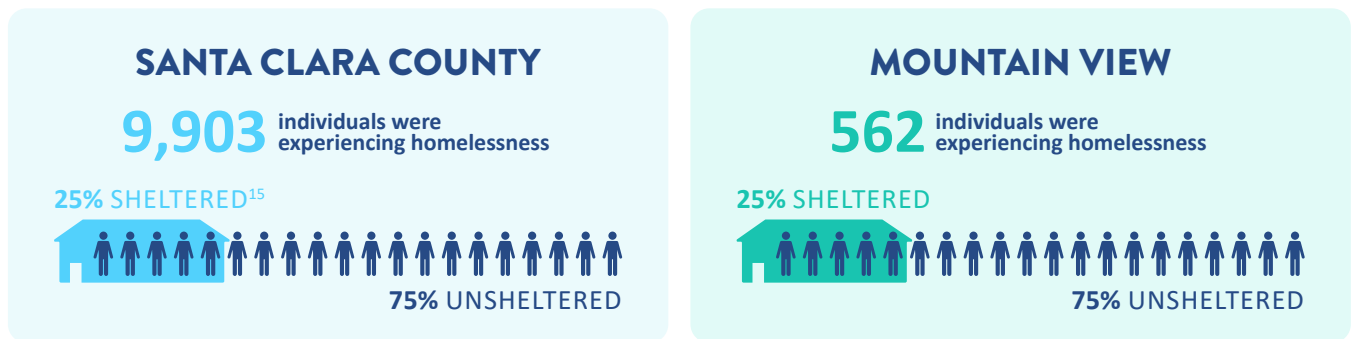


The Number and Location of People Experiencing Homelessness in Santa Clara County and Mountain View

2023 Point-in-Time Count

Based on the 2023 Point-In-Time Count, which occurs annually on one single night in January, nearly **10,000** people were experiencing homelessness in Santa Clara County. Of those, **562** people were experiencing homelessness in Mountain View.

Three-quarters (75%) of people experiencing homelessness in both Santa Clara County and in Mountain View were unsheltered (i.e., living in a car, park, abandoned building, bus or train station, or in another place not meant for human habitation).

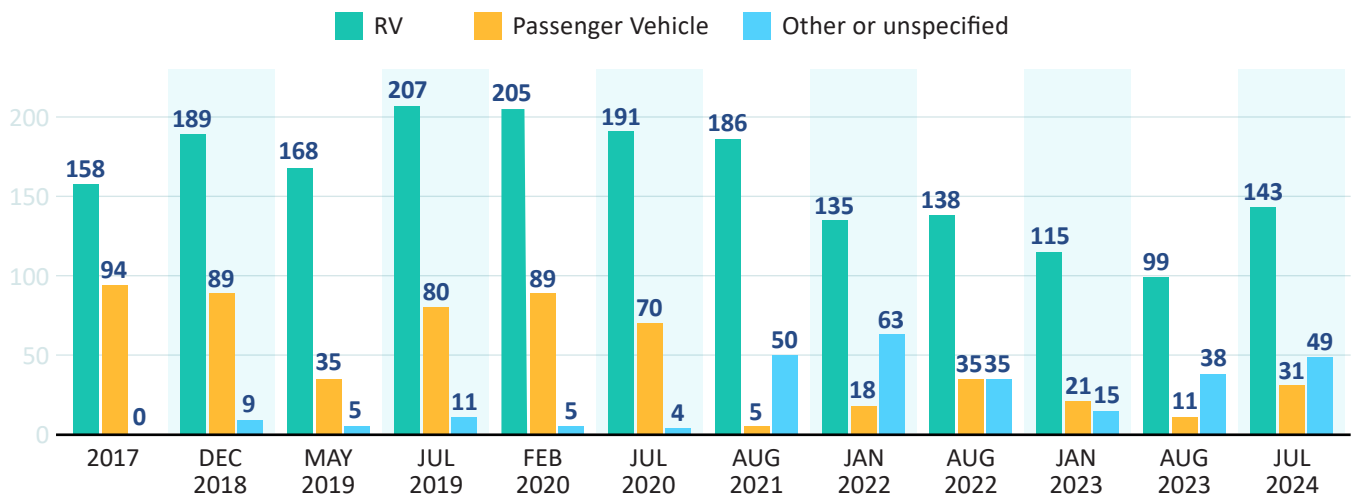


Source: Homeless Census and Survey, 2023 Point-in-Time Count, County of Santa Clara.

City Living in Vehicle Count

Since 2017, the Police Department’s Neighborhood and Event Services Unit has conducted a count of vehicles used for living purposes on city streets. The counts may fluctuate over time due to the mobile nature of vehicles used for living, but the trendline was declining from 2019 to 2023 and began to increase in 2024, however it has not yet reached the high levels seen historically. Since February 2020, the data does not include Safe Parking lot vehicles.

STREET-BY-STREET COUNT TREND (2017-July 2024)



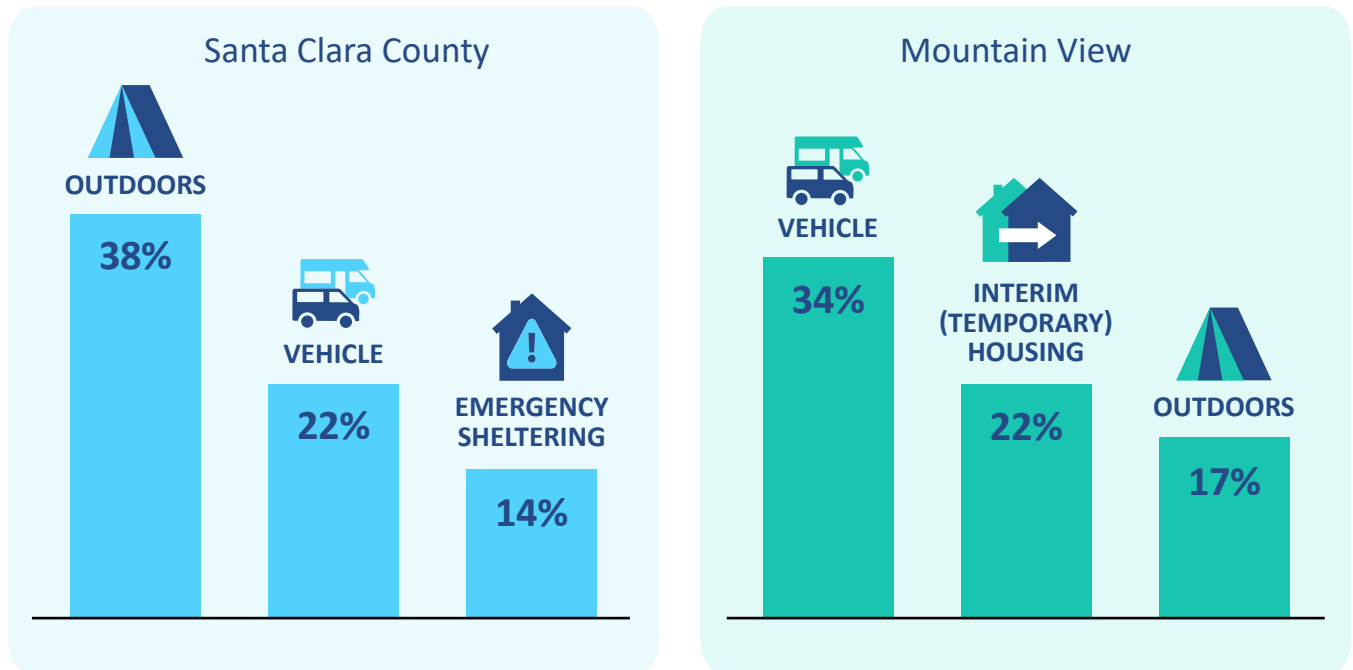
Source: Living in Vehicle Count, City of Mountain View Police Department’s Neighborhood and Event Services.

¹⁵Living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, interim housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals).

Current Accommodation

Individuals who have been assessed for housing self-report where they most frequently sleep, including outdoors, in vehicles, emergency sheltering, interim (temporary) housing, or couch surfing. In Fiscal Year 2023-24, there were 8,092 housing assessments completed across Santa Clara County, of which 515 were Mountain View-affiliated.¹⁶ Based on assessment data, nearly 40% of individuals experiencing homelessness in Santa Clara County report sleeping outdoors while nearly half that amount (20%) report sleeping outdoors in Mountain View. Across Santa Clara County, 22% of people experiencing homelessness are sleeping in a vehicle, compared to 34% in Mountain View.

WHERE DO YOU SLEEP MOST FREQUENTLY?



Source: Homeless Management Information System, Fiscal Year 2023-24.



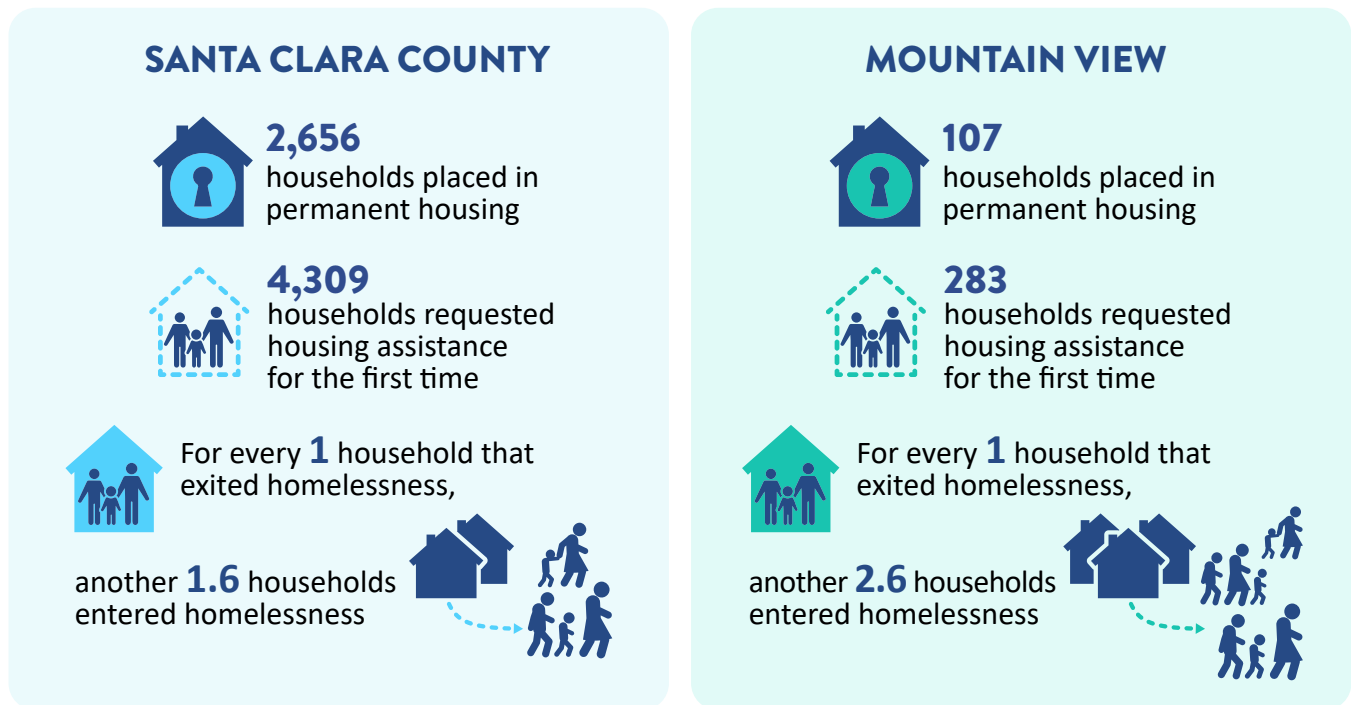
¹⁶“Mountain View-affiliated” is based on responses to questions at the client’s first assessment including location of workplace, school, city spent most time in, city lived in prior to becoming homeless, and ZIP code of last known address.

Inflow and Outflow

As part of the 2020-2025 Santa Clara County Community Plan to End Homelessness, the County of Santa Clara has a goal to achieve a 30% reduction in annual inflow of people becoming homeless.

- **“Inflow”** is defined as the number of households requesting housing assistance by completing a Vulnerability Index – Service Prioritization Decision Assistance Tool (assessment) for the first time.
- **“Outflow”** is based on the number of people placed in permanent housing or exited to another permanent housing destination.

Both Santa Clara County and Mountain View experienced a significant number of residents placed in permanent housing in Fiscal Year 2023-24. Simultaneously, both jurisdictions experienced more people requesting housing assistance for the first time than were placed in permanent housing.



Source: Homeless Management Information System, Fiscal Year 2023-24.

Homelessness is Driven by Regional Housing Cost and Supply

In Santa Clara County, high rent costs along with the overall lack of affordable housing for individuals and families with a variety of income levels have continued to drive the local and regional homelessness crisis. For decades, **many cities, the County of Santa Clara, the larger Bay Area, and the State of California have failed to produce enough housing to meet the needs of the growing population.**¹⁷ The limited supply has and continues to result in skyrocketing rents making housing unaffordable for a large portion of residents in Santa Clara County. A 2023 report by the California Housing Partnership showed that in Santa Clara County, a person needs to earn \$58.06/hour to afford the average-priced apartment on the market,¹⁸ yet minimum wage for cities within the county ranged from \$16/hour to \$18.15/hour in 2023.¹⁹ **The City currently has the highest minimum wage** in the county at \$18.75 as of 2024.²⁰

¹⁷ [Understanding Homelessness in Santa Clara County](#), Destination: Home.

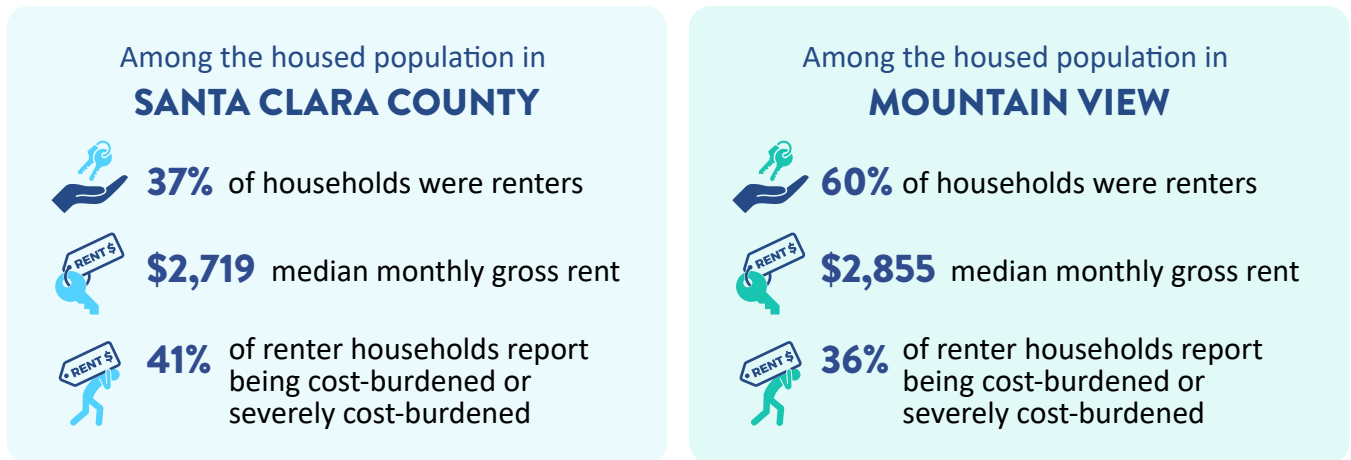
¹⁸ [Santa Clara County 2023 Affordable Housing Needs Report](#), California Housing Partnership.

¹⁹ [California City and County Minimum Wages as of 7/1/2023](#), University of California at Berkeley Labor Center.

²⁰ [Mountain View Minimum Wage Ordinance](#), City of Mountain View.

High Cost-burdened Households

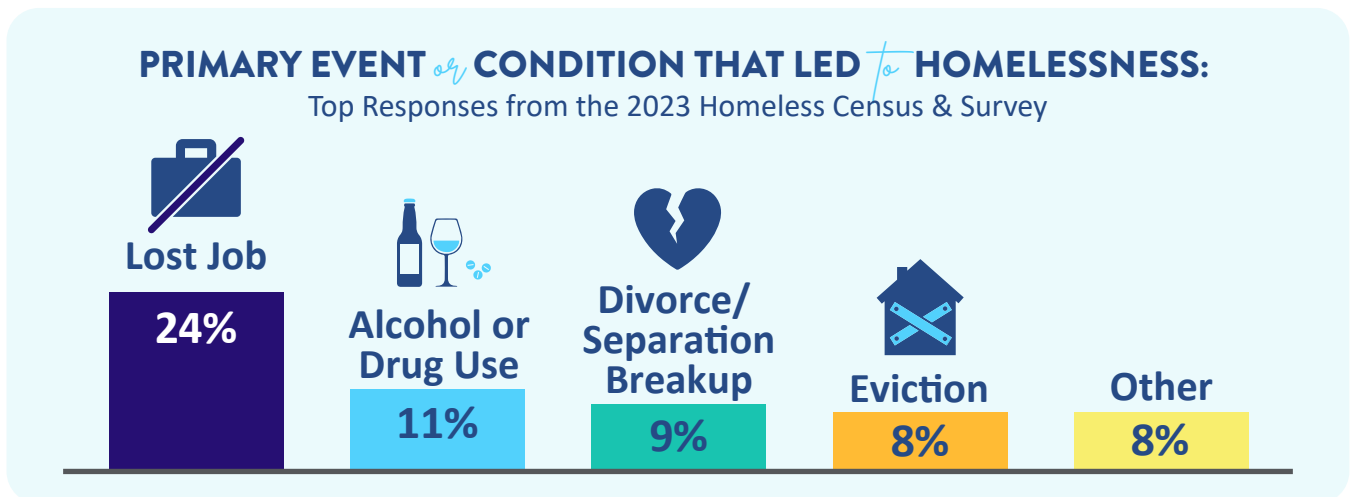
Households that spend a significant portion of their income on housing costs are often most susceptible to falling into homelessness as their budgets do not allow for unexpected expenses. Households that spend between 30-50% of their household income on housing are considered “cost-burdened.” Households spending more than 50% of their household income on housing are considered “severely cost-burdened.” Information about housing burdens is from both the U.S. Census (2018-2022) and the Department of Housing and Urban Development’s Comprehensive Housing Affordability Strategy (2017-2021). Rates of cost-burdened households are relatively similar for both Mountain View and Santa Clara County.



Source: U.S. Census Bureau 2018-2022 data and the Department of Housing and Urban Development’s Comprehensive Housing Affordability Strategy 2017-2021 data.

Other Causes of Homelessness

Homelessness does not result from a single cause, rather from a mix of several complex and intertwined factors that differ across individual situations. The Point-in-Time Count asks about an individual’s primary cause for entering homelessness. **The responses to the 2023 Point-in-Time Count question about the primary cause for becoming homeless were wide-ranging; no one answer came close to representing a majority of individuals.** Individuals commonly report multiple factors rather than one single cause, further highlighting the complexity of the regional crisis and the barriers to resolving it. Commonly reported factors relate to economic challenges, such as losing employment, alcohol or drug use, and divorce, separation or breakup.



Source: Homeless Census and Survey, 2023 Point-in-Time Count, Santa Clara County.

Demographics: Who is Experiencing Homelessness

Certain populations experience homelessness at higher rates than others. Homelessness demographic data for both Santa Clara County and Mountain View include the following trends:

- More **men** experience homelessness than **women** or **transgender/gender non-conforming** individuals;
- Three out of four individuals experiencing homelessness are **single adults**;
- **Black, Brown, and Indigenous** populations are disproportionately impacted by homelessness;
- More than half of all individuals experiencing homelessness are **Hispanic/Latinx**; and;
- One out of four individuals experiencing homelessness report having a **physical disability**.

However, there are some demographic distinctions between Santa Clara County and Mountain View's homelessness data:

- In Mountain View, households experiencing homelessness are slightly older in age than those experiencing homelessness in Santa Clara County; and
- Individuals experiencing homelessness in Santa Clara County have a higher rate of self-reported drinking or drug use and mental health or brain issues, compared to individuals in Mountain View.



Race/Ethnicity

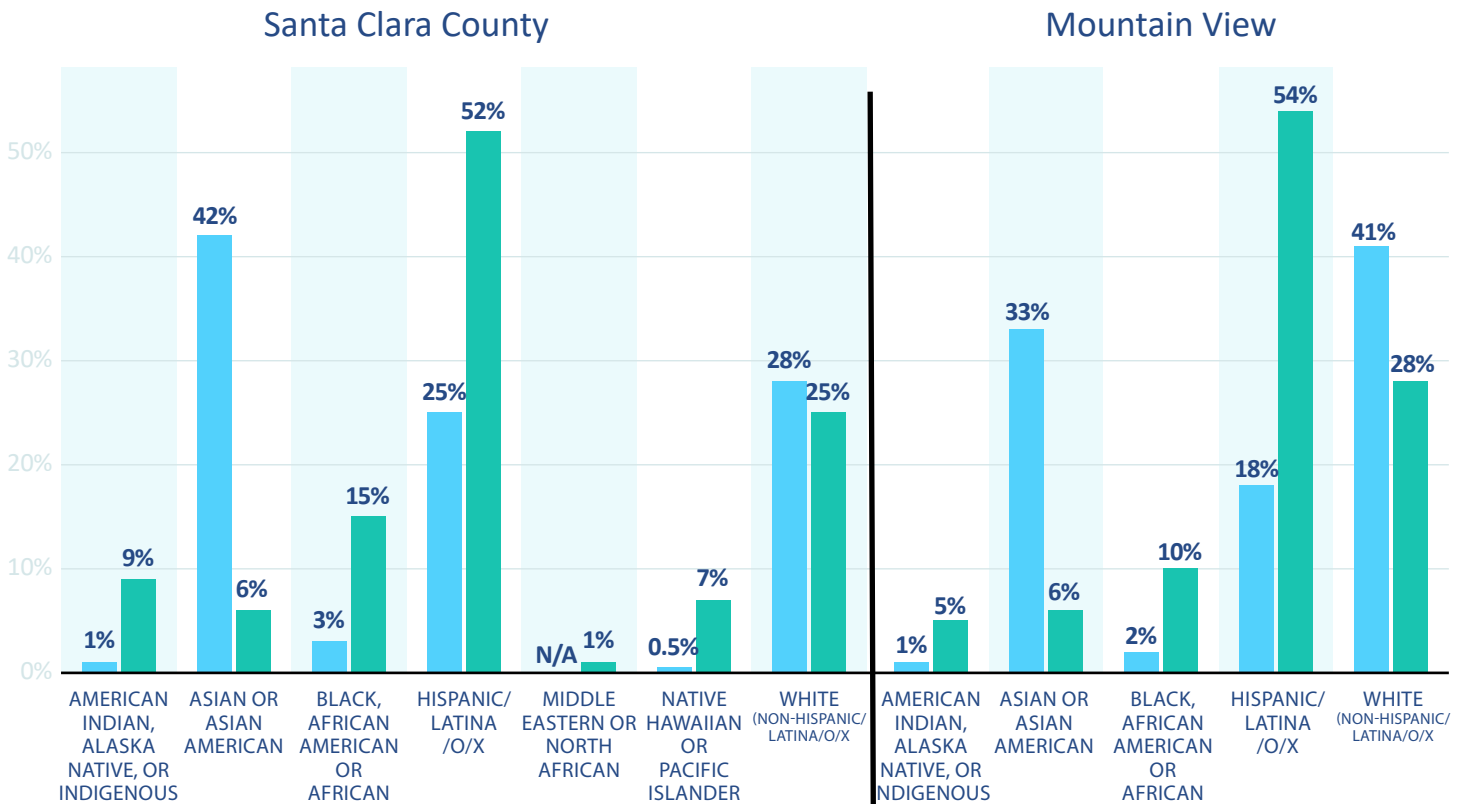
An analysis of Census data compared to data collected through the homeless system of care reveals distinctions in how different racial groups are represented among the homeless population compared to the general population in Santa Clara County and Mountain View. Black, Brown and Indigenous populations are universally overrepresented in the homeless system of care.

- Asian or Asian Americans and White (Non-Hispanic/Latinx) individuals are underrepresented in the homeless population in Santa Clara County and Mountain View, compared to the general population for the respective jurisdictions.
- Black, African American, or Africans are five times more likely to be in the homeless population compared to the general population in both Santa Clara County and Mountain View.
- Native Americans, Alaska Natives, or Indigenous are five times more likely to be in the homeless population than the general population in Mountain View and almost ten times more likely to be in the Santa Clara homeless population compared to the general population.
- Hispanic/Latinx individuals are more likely to experience homelessness compared to their non-Hispanic/Latinx counterparts in both Santa Clara County and Mountain View. They are two times more likely to be in the homeless population in Santa Clara County compared to the general population. In Mountain View, they are three times more likely to be in the homeless population than in the general population.

RACE and ETHNICITY

Santa Clara County (Multiple Responses Allowed)

■ General Population ■ Homeless Population

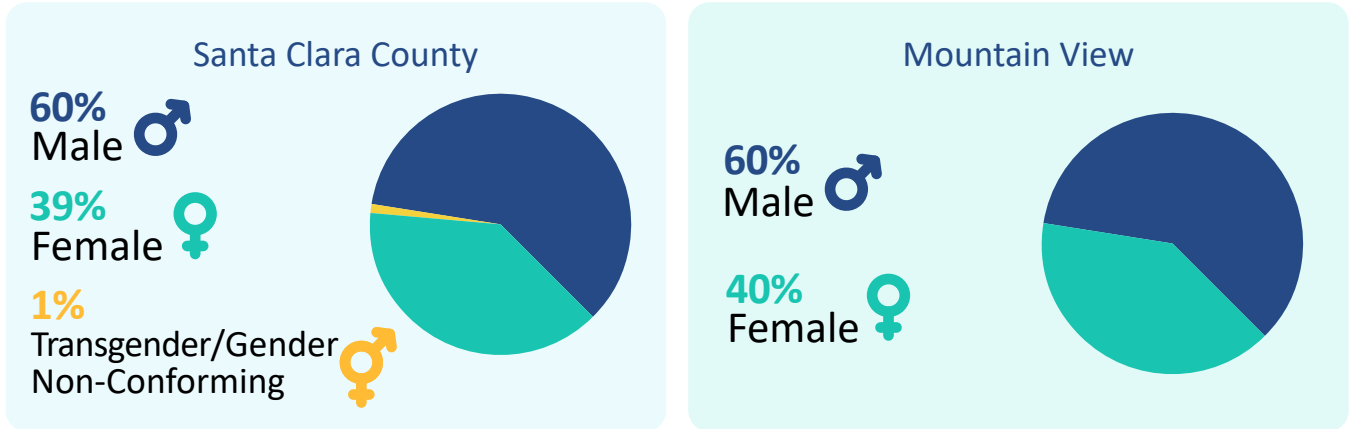


Source: Homeless Management Information System, Fiscal Year 2023-24 and U.S. Census Bureau, Quick Facts (July 1, 2023 Census).

Gender

Men account for 60% of people experiencing homelessness in both Santa Clara County and Mountain View.

GENDER of INDIVIDUALS EXPERIENCING HOMELESSNESS

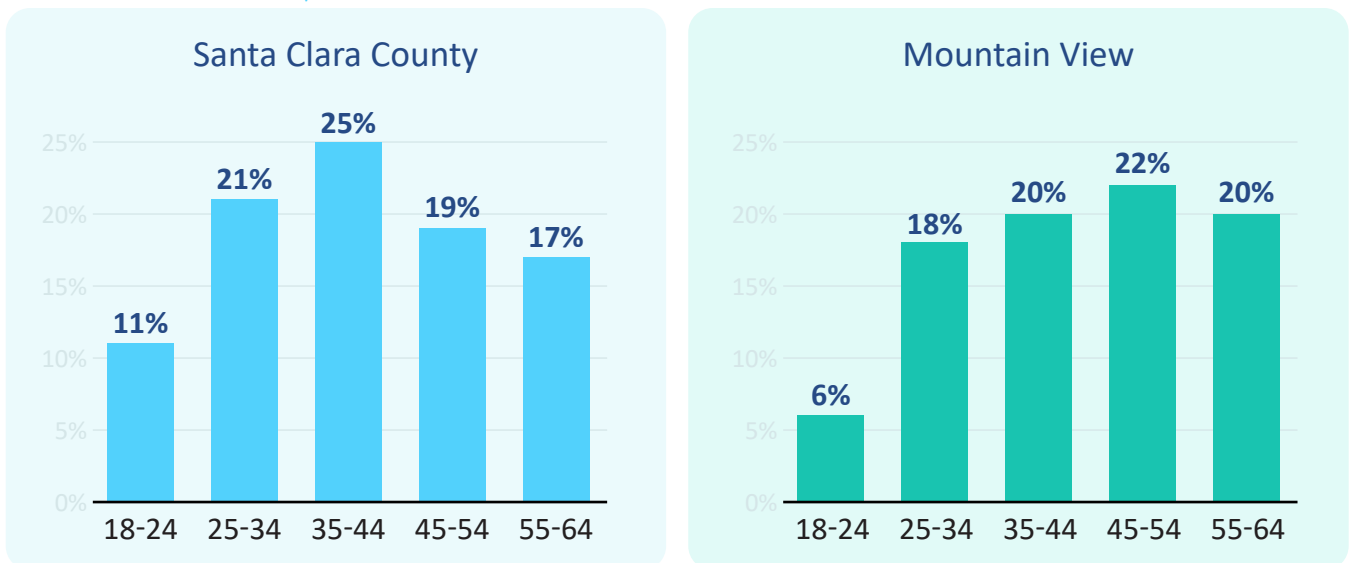


Age

Different age groups are impacted by homelessness in Santa Clara County compared to Mountain View. People experiencing homelessness in Mountain View are older on average than in the rest of Santa Clara County and may need a different set of services than their Santa Clara County counterparts.

- One in three individuals are over 55 years old in Mountain View while only one in four individuals are over 55 years old in Santa Clara County.
- There are more transitional age youth (between 18 and 24 years old) experiencing homelessness in Santa Clara County (11%) than in Mountain View (6%).

AGE of INDIVIDUALS EXPERIENCING HOMELESSNESS



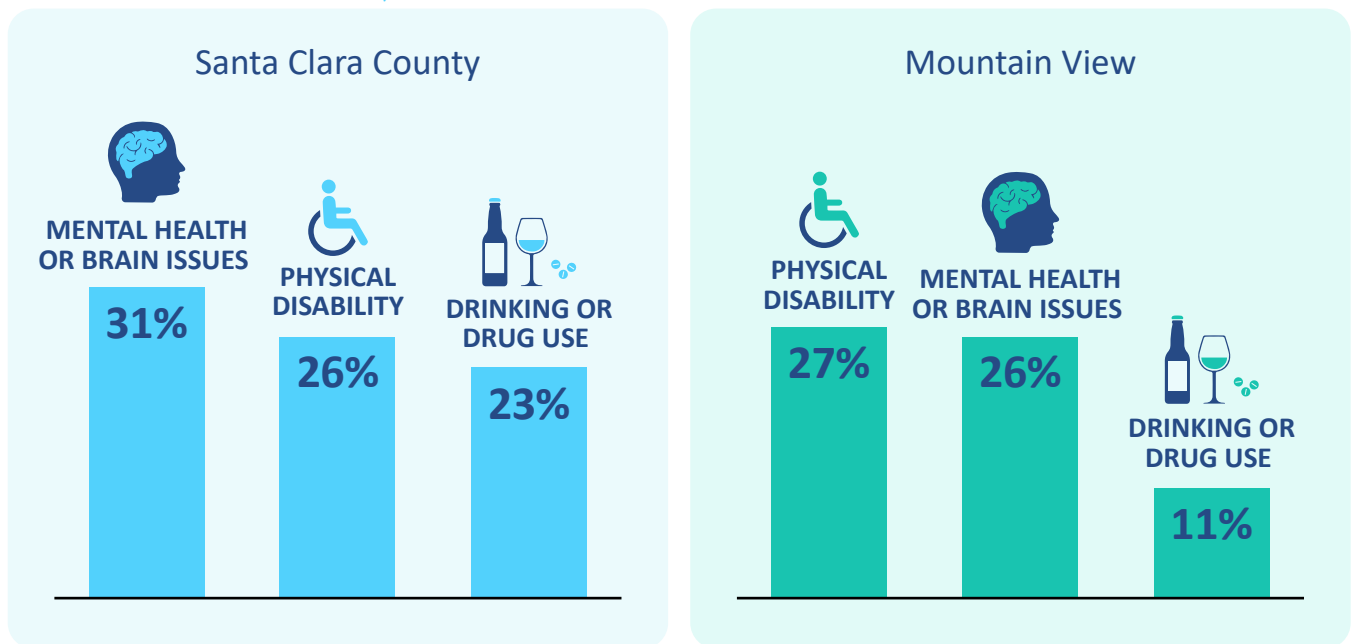
Source: Homeless Management Information System, Fiscal Year 2023-24.

Self-Reported Disability

Individuals assessed for assistance self-report their disabilities. An analysis of the self-reported data indicates that while the proportion of people with physical disabilities is the same in Santa Clara County and Mountain View, there are differences in the percent of the population with mental health issues and substance issues in the two jurisdictions. Mountain View has a much lower percentage of people experiencing homelessness who drink or use drugs than Santa Clara County, at 11% and 23% respectively. Mountain View also has a lower percentage of people experiencing homelessness with mental health or brain issues, compared to Santa Clara County, at 26% and 31% respectively.

- One in four individuals in both Santa Clara County and Mountain View self-reported having a physical disability.
- One in three individuals in Santa Clara County indicated they had mental health or brain issues, while fewer -- one in four indicated they had mental health or brain issues in Mountain View.
- One in ten individuals in Mountain View self-reported participating in drinking or drug use.
- One in four individuals in Santa Clara County indicated participation in drinking or drug use.

DISABILITIES *of* INDIVIDUALS EXPERIENCING HOMELESSNESS



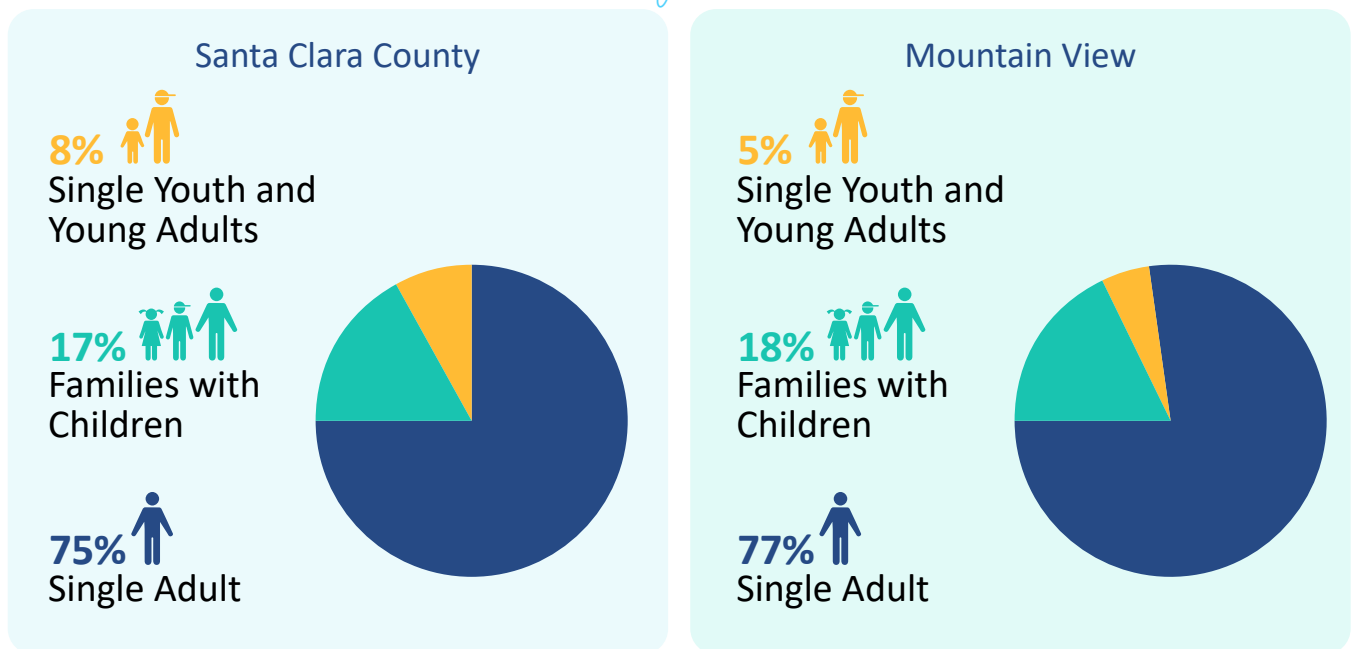
Source: Homeless Management Information System, Fiscal Year 2023-24.

Household Type

The homeless system of care categorizes three types of households who may be experiencing homelessness: single adults, families with children, and single youth and young adults. The breakdown of these types of households is similar in both Santa Clara County and Mountain View.

- Three out of four households in Santa Clara County and Mountain View are comprised of single adults only (77% and 75% respectively).
- Less than one in five households in both jurisdictions are families with children.
- Youth and young adult households are a much smaller percentage of households experiencing homelessness in Santa Clara County and Mountain View (8% and 5% respectively).

HOUSEHOLD TYPES *among* HOMELESS POPULATION



Source: Homeless Management Information System, Fiscal Year 2023-24.



Inventory and Need

When comparing the number of shelters and housing units with the number of individuals who are in need, the inventory of available shelter and housing units in Santa Clara County and in Mountain View is insufficient to meet the current need.²¹ Close to 10,000 people are experiencing homelessness in Santa Clara County, but there are less than 3,000 year-round emergency sheltering beds. The data below shows Santa Clara County inventory data from 2023 and need data for Santa Clara County and Mountain View from Fiscal Year 2023-24.

- In both Mountain View and Santa Clara County, a majority of households (9 out of 10) seeking housing assistance needed supportive housing (i.e., rapid rehousing or permanent supportive housing).
- The City has plans to increase affordable housing supply, which includes an additional 200 units of rapid rehousing and permanent supportive housing as part of the existing affordable housing pipeline.

SANTA CLARA COUNTY

INVENTORY

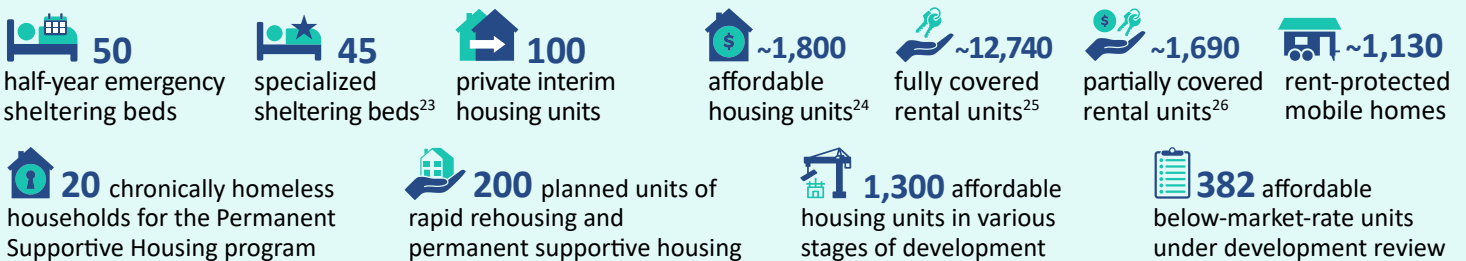


NEED



MOUNTAIN VIEW

INVENTORY



NEED



²¹ The Santa Clara County inventory data are from 2023. The need date for Santa Clara County and Mountain View cover Fiscal Year 2023-24.

²² Includes one-time financial assistance, affordable housing, or connection to benefits

²³ Includes beds at Quetzal House transitional shelter for foster-age youth and beds at Graduate House for formerly chronic homeless individuals

²⁴ Includes 186 below-market-rate units

²⁵ Rent stabilized and have eviction protections

²⁶ Have eviction protections only

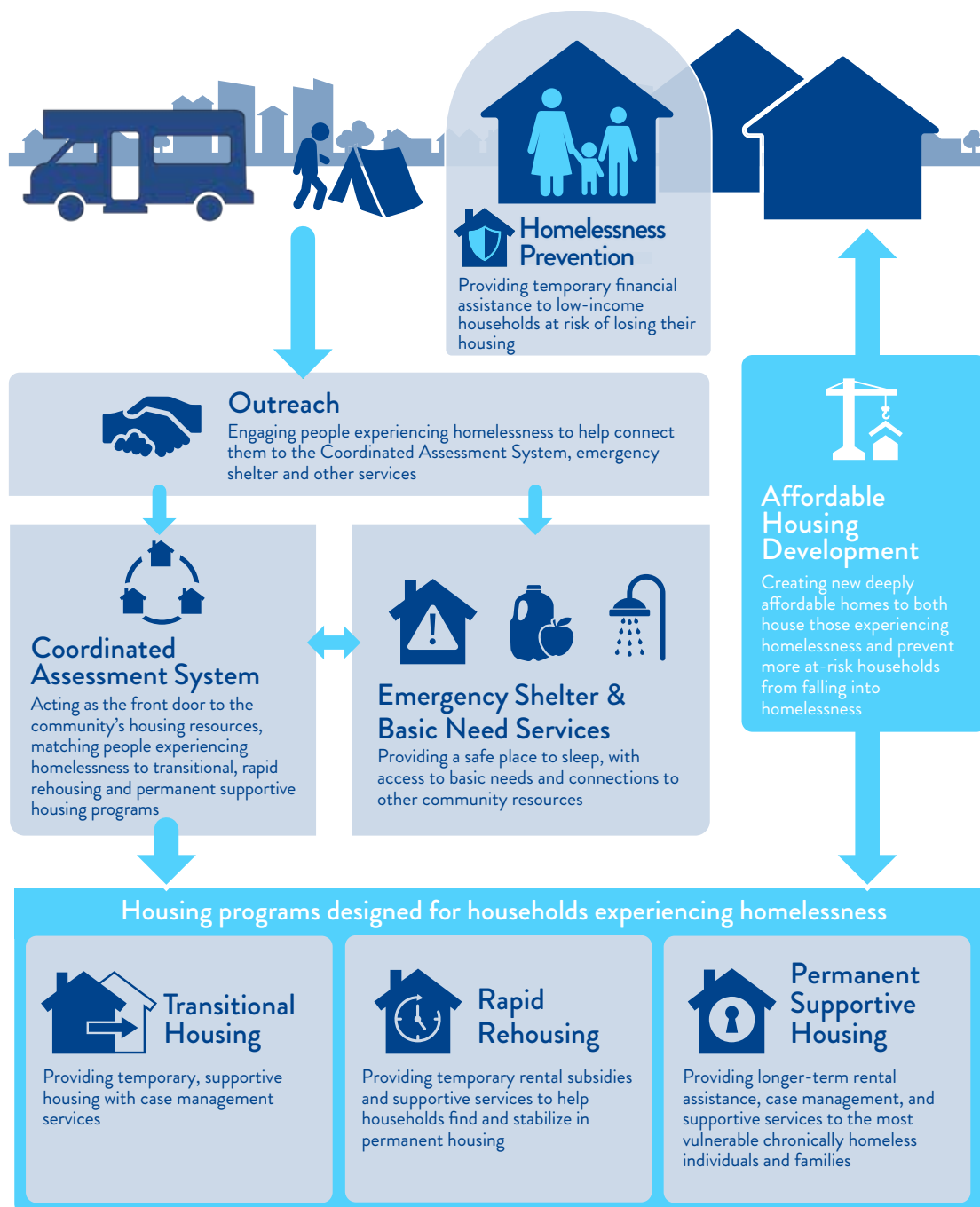
County and City Homelessness Response

County of Santa Clara Homelessness Response

The County of Santa Clara Supportive Housing System is the coordinated, system-wide response to homelessness in Santa Clara County. The system provides an array of programs and services to connect county residents experiencing homelessness or at risk of homelessness to needed resources.

The infographic below outlines the County of Santa Clara’s programs, services, and housing options to move individuals and families along the pathway toward stable housing:

COUNTY OF SANTA CLARA SUPPORTIVE HOUSING SYSTEM



City's Focus Areas

Overview

In alignment with the existing County of Santa Clara Supportive Housing System, the City has identified several areas of focus to strategically target its investments, while effectively utilizing its resources and expertise. These include outreach, case management, safe parking, interim housing and affordable housing development. The City has developed a multi-pronged approach involving collaboration and partnerships to combine and leverage resources to address homelessness and housing insecurity. Through the coordinated efforts of the Housing Department, Human Services Division, and Police Neighborhood and Events Services Unit, the City has supported affordable housing development, market-rate housing development, rent stabilization and tenant protection, safe parking, interim (transitional) housing, permanent supportive housing, outreach, emergency sheltering, case management, supportive services, and basic services including hygiene and sanitation.

The City also collaborates closely with the local Emergency Assistance Network, community-based organizations, volunteer groups, and government agencies to combine and leverage resources to help as many people in need as possible. The City has convened a standing meeting, called *Coordinating Together* since March 2020, initially weekly during the COVID-19 pandemic and ultimately moving to monthly in July 2021. Program and service highlights from the *Coordinating Together Network* and interagency partners for 2023 highlights are provided further below.

Investments and Staffing

The core strategies in the City's response to homelessness - safe parking, outreach, case management, permanent supportive housing, and basic services including hygiene and sanitation - have been funded with one-time (Limited Period) funds since in 2016. Limited Period funding now averages close to \$1 million per year. Over the past decade, the City has dedicated nearly \$170 million for affordable housing and currently has 1,300 units of affordable housing in the pipeline.



In 2017, the Police Department created a Community Outreach Officer as part of the Neighborhood and Events Services Unit at an annual staff cost of \$354,500. In addition to the normal duties of a Police Officer, the Community Outreach Officer acts as a liaison between social services providers and the unhoused. In addition, the Police Department created the Behavioral Services Unit to reduce the frequency of Police contact with people experiencing a mental health crisis by providing outreach and referrals in follow up to police calls and encounters. The Behavioral Services Unit is staffed with a full-time Community Services Officer, who is an Associate Licensed Professional Clinical Counselor/Marriage and Family Therapist.

In 2021, the City created the Human Services Division in the City Manager’s Office to lead programs, services, and partnerships to meet the needs of Mountain View’s most vulnerable residents. The Division works with a network of service providers to provide housing and supportive services, connection with behavioral health services, and other basic-need human services. The annual staff cost for the Human Services Division is \$623,722.

In 2023, the City established a stand-alone Housing Department to align the organizational structure with its robust affordable housing efforts. The Department’s two divisions are Affordable Housing and Rent Stabilization. The annual staffing cost for the Housing Department is \$3,906,954. The City is recognized as a regional leader in funding affordable housing. Governor Gavin Newsom and the California Department of Housing and Community Development recently awarded the City with the prestigious **Prohousing Designation**, which acknowledges jurisdictions that are leading the way to promote housing development across all income levels by reducing barriers, streamlining the development process, implementing effective zoning and land use policies, and funding affordable housing. The City is the first jurisdiction in Santa Clara County to earn this honor.

In addition to its work promoting housing development, the Housing Department is currently developing a Displacement Response Strategy as part of the City Council’s Community for All Strategic Priority. This Strategy includes a number of initiatives to prevent tenants from being displaced from their homes and the city.



The infographic below highlights the City’s response within the County of Santa Clara Supportive Housing System to move individuals along the pathway toward stable housing:776

City’s Response within the County of Santa Clara Supportive Housing System

The City supports elements of the County of Santa Clara’s Continuum of Care through funding, partnerships and in-kind support.



Homelessness Prevention	Basic Needs	Outreach and Case Management	Safe Parking
<ul style="list-style-type: none"> • Short-term rental assistance during pandemic • Displacement Response Strategy • Tenant Relocation Assistance Ordinance • Housing Help Center • Community Stabilization and Fair Rent Act • Mobile Home Rent Stabilization Ordinance 	<ul style="list-style-type: none"> • 24/7 portable restrooms service with handwash stations at program sites • Monthly resources flyer • Community-Based Organization <i>Coordinating Together Network</i> 	<ul style="list-style-type: none"> • Mountain View Police Department Community Outreach Officer • Nonprofit outreach and housing assessments • Nonprofit case management services • Community-based organizations and volunteer groups outreach 	<ul style="list-style-type: none"> • Up to 114 parking spaces (as of December 2024) across 5 sites with access to basic need services • Up to 38 commuter parking spaces



Emergency Shelter	Interim Housing	Rapid Rehousing	Permanent Supportive Housing	Affordable Housing Development
<ul style="list-style-type: none"> • Up to 50 beds at the half-year shelter program • Up to 40 foster-age youth served at Quetzal House • 5 formerly chronically homeless adults served at Graduate House 	<ul style="list-style-type: none"> • 100 private units at LifeMoves Mountain View 	<ul style="list-style-type: none"> • 200 planned units for a mix of rapid rehousing and permanent supportive housing 	<ul style="list-style-type: none"> • 200 planned units for a mix of rapid rehousing and permanent supportive housing • 20 households served in Permanent Supportive Housing Program 	<ul style="list-style-type: none"> • 1,800 existing units • 1,300 units in the pipeline

ONGOING COLLABORATION WITH COMMUNITY AND INTERAGENCY PARTNERS

Coordinating Together Network highlights in 2023



Cafecito

- 4 mental health workshops
- 10 Spanish-speaking refugees received necessities



Community Health Awareness Council

- 24 houseless clients received 10 free counseling sessions
- 43 housing-insecure families with children accessed Family Resource Center services



Community Services Agency

- 984 residents assisted with housing, information referral and case management
- 3,117 individuals received nutritious groceries
- Nearly 200 clients provided with financial assistance, totaling \$279,000
- 594 loads of laundry provided



Day Worker Center of Mountain View

- 9,923 job placements
- 18,138 meals distributed
- 129 participants in workshops and trainings
- 288 participants in ESL classes



Hope's Corner

- 19,757 meals and snack bags served to 1,244 individuals
- 1,077 showers provided
- 391 loads of laundry washed



Reach Silicon Valley

- 43 households in oversized vehicles received solar generators, solar panels, and power chargers
- 75 unhoused children received new shoes and school supplies
- 700+ LifeMoves MV and unhoused individuals received blankets, socks, hygiene kits, beanies, and snack bags
- 120+ outreach contacts made



Second Harvest of Silicon Valley

- 1.3 million meals served to 5,500 individuals



STAND4 Inc.

- 1,000 boxes of free groceries served
- 50 unstably housed families received free furniture



The Hope Hangar

- 22,850 pounds of food provided to 673 individuals
- \$43,872 worth of food



The United Effort Organization

- 143 individuals being supported
- 318 benefit applications submitted
- 7 individuals helped to find housing

Interagency Partner Outcomes in 2023²⁶



Police Community Outreach

- 32 houseless individuals referred to community-based organizations
- 104 houseless individuals referred to other housing and shelter services



Santa Clara Housing Authority

- 404 Mountain View households assisted
- \$800,203 total approximate assistance per month



County-Funded Houselessness Prevention

- 625 Mountain View individuals
- 256 Mountain View households



Dignity on Wheels

- 2,685 showers
- 1,349 loads of laundry



County-Funded Rapid Rehousing

- 92 Mountain View individuals
- 49 Mountain View households



McKinney-Vento Students

- 265 Mountain View Whisman School District students supported
- 70 Mountain View Los Altos High School District students supported



Permanent Supportive Housing

- County-Funded: 109 Mountain View individuals across 85 households were housed
- City-Funded: 34 individuals across 19 households were housed



Valley Homeless Healthcare Program

- 588 visits
- 228 patients served

²⁶ Santa Clara Continuum of Care and County of Santa Clara data standards for housing programs define a houseless client's city affiliation based on workplace, school, city lived in prior to becoming houseless, and ZIP code of last permanent address at time of program enrollment. Data standards for houselessness prevention defined an unstably housed client's city affiliation based on work location, school location, city spent most time in, and ZIP code of address at time of program enrollment.

STRATEGIC PLANNING PROCESS

The City engaged Homebase, a homelessness technical assistance provider, to assist staff in designing and carrying out an inclusive and comprehensive process to understand the needs associated with homelessness, identify service gaps within the current system, and develop an actionable and community-led seven-to ten-year plan to respond to homelessness.

The Plan development process occurred in three phases:



PHASE 1

Assessment of County and City Homelessness

Homebase completed an assessment of the existing systems and services in Mountain View. The work in Phase 1 included the following processes and deliverables:

- Environmental scan of City documents and data related to homelessness
- Summary of homelessness response and services in Mountain View provided by the City, the County of Santa Clara, and regional and local partners
- Quantitative analysis of unhoused population demographics, causes of homelessness, and housing outcomes in the City and across Santa Clara County



PHASE 2

Stakeholder Engagement and Input

Considering the many partners who contribute to efforts in Mountain View to prevent and end homelessness, the project team engaged stakeholders through a variety of approaches to help inform the development of a vision and guiding principles. The work in Phase 2 included the following processes and deliverables:

- Development of a stakeholder engagement process, draft vision statement, and guiding principles.
- Engagement of stakeholders through a variety of methods, including:
 - **An Advisory Committee** to provide input on process and priorities, which was comprised of:
 - People with lived experience of homelessness;
 - A representative from the business community;
 - A local affordable housing developer;
 - A representative from the County of Santa Clara Office of Supportive Housing;
 - Social service providers, including those who provide housing and basic needs services in multiple languages;

- Representatives from City departments including Housing, Human Services, and Police;
 - A representative from the faith-based community;
 - Student homeless liaisons from local school districts;
 - A representative from a local community college;
 - A representative from the Santa Clara County Housing Authority;
 - Healthcare providers; and
 - A volunteer from the Asian American and Pacific Islander community.
- **Community Forums** with one in-person forum at the Community Center and another held virtually over Zoom. The City sought to make the forums accessible for providing interpretation services at both forums and childcare and refreshments at the in-person forum. Both forums were advertised in the city’s most commonly spoken languages (Mandarin, Russian, Spanish, and English).
 - **Working Sessions** with a diverse set of stakeholders including:
 - Basic services providers
 - Housing developers and service providers
 - Social service providers;
 - Community advocates;
 - City staff and leadership; and
 - Businesses.
 - **Interviews** with community advocates and City leaders



PHASE 3

Synthesis and Development of Strategies

The project team synthesized the information collected and developed during the first two Phases. The work in Phase 3 included the following processes and deliverables:

- Review of homelessness data and existing programs and services in Mountain View
- Summary of stakeholder feedback
- Determination of challenges, opportunities, goals, strategies, and action steps

The result of this process is this Plan, which lays out the challenges the City and its partners face in addressing homelessness, and practical steps within the City’s scope, as well as the exploration of potential new strategies, resources, and partners.

ANALYSIS OF CURRENT SITUATION: CHALLENGES AND OPPORTUNITIES

As part of the strategic planning process, Homebase analyzed housing and homelessness data, existing programs and services available to Mountain View residents, and feedback and information from a variety of stakeholders and sources in the community. The information was used to identify the most urgent challenges and the corresponding opportunities to address them; this section provides an overview of the identified priority areas and findings, which correlate to the five goals of the Plan.



PRIORITY AREA 1

Regional Collaboration and Coordination



PRIORITY AREA 2

Affordable and Supportive Housing



PRIORITY AREA 3

Homelessness Prevention



PRIORITY AREA 4

Services for the Most Vulnerable Residents



PRIORITY AREA 5

Healthy and Safe Neighborhoods

For each priority area and related challenge, Homebase has:

- Analyzed relevant county and city data, and stakeholder feedback;
- Developed statements to clearly identify the challenge; and
- Highlighted opportunities to address each priority area.





PRIORITY AREA 1

Regional Collaboration and Coordination

The importance of collaboration was mentioned throughout the stakeholder engagement process, and there was widespread recognition that the City cannot end homelessness on its own. **The availability of housing, programs, and services in each city, along with other factors, has an impact on the scope and geographic distribution of the unhoused population across Santa Clara County.** When all jurisdictions do their part, it is not left to others to fill in the gaps.

Increased collaboration among all fifteen cities and towns in Santa Clara County has the potential to optimize limited resources in more effective and meaningful ways.

🔍 Analysis of Current Regional Collaboration and Coordination Efforts

The County of Santa Clara is the lead government agency responsible for coordinating, planning, and distributing funding for homeless programs and services across Santa Clara County including the following:

- Receiving and leveraging federal and state funding dedicated to homelessness, housing, and supportive services;
- Assessing eligibility for and coordinating access to housing and supportive services, such as health care coverage, food assistance, financial assistance, and tailored programs for eligible populations (e.g., Refugee Cash Assistance, Trafficking and Crime Victims Assistance Program, Cash Assistance Program for Immigrants) and determining how limited resources are provided to the most vulnerable residents;
- Providing behavioral health resources, including mental health and substance use services, thus addressing a significant contributing factor to the onset and intractability of homelessness;
- Collecting, managing, and reporting on

homelessness data across the county to help identify the scope, needs, and outcomes associated with homelessness; and

- Collaborating with cities, service providers, and other partners to meet the diverse needs of people experiencing homelessness across in the county.

While the County of Santa Clara and the Continuum of Care (a consortium of partners who collectively work to prevent and end homelessness) lead regional efforts to solve homelessness, the success of ending this regional crisis depends on the support of many partners including the City and other Santa Clara County jurisdictions. **As noted by City staff and a range of stakeholders, the City has a deep, valued, and long-standing partnership with the County of Santa Clara. Further collaboration across all jurisdictions is needed to effectively address homelessness in Santa Clara County.**

The City and County of Santa Clara partner to work together in a variety of ways. A few highlights include:

- Collaboration on development of affordable and supportive housing;
- City participation in the County-led Community Development Block Grant/ Housing Regional Meeting to share information, learn best practices, and discuss policies and programs with other cities in the region;
- City contribution to the creation and endorsement of the County of Santa Clara’s 2020-2025 Community Plan to End Homelessness; and
- City funding toward the County of Santa Clara Homelessness Prevention System which provides vital services to help Mountain View residents avoid losing their housing.

Within the broader context of the countywide homeless system of care, the City’s focus areas include the following programs and services made available through a range of partners and City efforts:

- Basic services, such as food and hygiene;
- Affordable housing;
- Safe parking;
- Half-year emergency shelter program;
- Interim housing;
- Homelessness prevention; and
- Outreach and case management to assess people’s needs, connect them with services, and assist them on the path to more permanent housing.

A key theme across stakeholder feedback was the City’s role as a leader in affordable housing development and development of partnerships to provide services for people experiencing homelessness. Stakeholders also noted there was additional room for coordination across cities and towns in Santa Clara County to fill existing gaps in access to services. The City surveyed other jurisdictions in the county and found wide variation in the types of services available and provided by cities and towns.



High level findings from the survey (not including Mountain View), indicate that:



Availability of Basic Services: Most cities and towns (10 of 14) provide basic services, like food, clothing, and hygiene services. However, there is inconsistency on the specifics for the services. For example, while more than half of the cities and towns (6 of 10) offer mobile hygiene (shower and laundry services), only a few cities and towns (4 of 10) provide dumpsters or trash pick-up.



Homelessness Prevention: More than half of the cities and towns (8 of 14) offer prevention resources, meaning people in some cities may have more limited access to these time sensitive resources.



Access to Sheltering: Only three cities and towns have year-round **emergency sheltering**, meaning that most other cities only provide seasonal sheltering for

inclement weather, sheltering for only for some populations, or none at all.



Safe Parking: Only six cities and towns offer safe parking programs, and the number of spaces does not meet the need for any city in the county

Given the number and close proximity of cities and towns in Santa Clara County, the needs and actions related to homelessness within each jurisdiction have impacts that cross borders. The differentiation across cities and towns demonstrates the need for the County of Santa Clara to provide strong leadership and coordination to ensure that people have access to services regardless of where they reside.

Challenges and Opportunities: Regional Collaboration and Coordination

Challenge

The distinct roles of the County of Santa Clara and cities as well as the close proximity of the cities present a clear challenge -- homelessness is not defined by geographic borders and Mountain View cannot end homelessness on its own.

Opportunities identified through the planning process

- Enhanced communication and information and data sharing can help cities identify gaps and opportunities for coordinated action at the local level and regionally.
- In light of common challenges and resource limitations across jurisdictions, there is an opportunity for countywide advocacy to seek funding and policy support for affordable housing and supportive services.





PRIORITY AREA 2

Affordable and Supportive Housing

A common thread across the data and stakeholder feedback was the need for more housing that is affordable for the most vulnerable residents. Access to affordable housing is central to both preventing homelessness and helping people experiencing homelessness regain housing. While cities and towns do not control much of the state and federal resources invested in homelessness programs and services, there are key roles for cities to undertake when investing in and creating the necessary policy environment for housing development.

🔍 Analysis of County and City Affordable and Supportive Housing

Countywide, the lack of affordable housing has reached crisis levels, and the pace of housing development is not fast enough to keep up with the need. Similarly, in Mountain View, market rate rents are well beyond what most financially vulnerable households can afford.

Among the housed population in **SANTA CLARA COUNTY**



37% of households were renters



\$2,719 median monthly gross rent



41% of renter households report being cost-burdened or severely cost-burdened

Among the housed population in **MOUNTAIN VIEW**



60% of households were renters



\$2,855 median monthly gross rent



36% of renter households report being cost-burdened or severely cost-burdened

Source: U.S. Census Bureau 2018-2022 data and the Department of Housing and Urban Development's Comprehensive Housing Affordability Strategy 2017-2021 data.



Each month, cost-burdened households are spending a large share of their income on housing with limited resources available for other needs. This leaves them especially vulnerable to falling into homelessness when an emergency happens.

Like most other cities (11 of 14) in Santa Clara County, Mountain View offers below market rate housing. **However, according to stakeholders, below market rate is still beyond what many in the community can afford due to the high median income.**

In Fiscal Year 2023-24, in Santa Clara County:



2,656 households exited homelessness,



but **4,309** households requested housing assistance for the first time.

In the same timeframe, in Mountain View:



107 households exited homelessness,



but **283** households requested housing assistance for the first time.

For many households experiencing homelessness, affordable housing options are one piece of the puzzle. Services such as case management to assess eligibility and receive referrals to a range of supportive services, including behavioral health services, are needed to help people regain and maintain housing. Supportive housing, including permanent supportive housing and rapid rehousing, combines rental subsidies with these supportive services.

In Mountain View, and more broadly across Santa Clara County, more people need supportive housing than is available.

- There are 300 supportive housing units in Mountain View, which are currently occupied;
- The City’s commitment to making supportive housing available stands out – according to the survey of other cities and towns in Santa Clara, the majority do not offer supportive housing options; and
- As of August 2024, there were 282 city-affiliated households awaiting housing assistance.

Stakeholders noted that not all supportive housing types will meet the needs of all residents. For example, seniors, people with disabilities, people with chronic conditions, and those on fixed incomes are not a good match for programs such as rapid rehousing since the program requires households to be able to eventually increase their income and take over the full rent amount.

“ What I see is that at the core of the pandemic and the rent increases, there are a lot of folks on the street including older adults and families with children. How can we support these folks?
- Working Session Participant ”

County of Santa Clara Use of Measure A Funds

Recognizing the integral connection between affordable housing and homelessness prevention, the County of Santa Clara and the City have set ambitious housing development goals. Through the Measure A Affordable Housing Bond, the County of Santa Clara has approved \$698 million in funding towards:²⁷



56 housing developments and **5,824** units across **10** cities

Including **7** developments and **200** units of permanent supportive housing and rapid rehousing in Mountain View.

The City's multi-year affordable housing pipeline, currently consisting of 1,800 units, seeks to add an additional 1,300 units of affordable housing in Mountain View, with 200 of those units slated to be rapid rehousing or permanent supportive housing.

The City has also implemented several pro-housing policies including:

- The Community Stabilization and Fair Rent Act, providing fully- or partially-funded rent control for 14,950 rental units; and
- The Mobile Home Rent Stabilization Ordinance, providing rent protection to over 1,130 mobile homes.

These types of policies were popular among stakeholders, many of whom wanted to see the City continue to advance pro-housing policies and policies that protect renters.

Challenges and Opportunities: Affordable and Supportive Housing

Challenge

- The significant shortage of affordable housing contributes to hundreds of residents falling into homelessness each year.
- The shortage of supportive housing makes it difficult for unhoused households to regain and maintain housing.

Opportunities identified through the planning process

- Expanding the number of units in the affordable housing pipeline would increase housing supply and help prevent homelessness for vulnerable households.
- Development of housing and programs for special needs populations can provide more supportive housing options for residents experiencing homelessness.
- Implementation of innovative housing policies can address the needs of populations inadequately served by traditional housing models.

“ We need more affordable housing so that folks can afford their rent once the program is over, so they aren't shuffled around constantly. It's really demoralizing to get kicked out of where you are living.
- Working Session Participant ”

²⁷ County of Santa Clara Office of Supportive Housing Development Update, May 2024:
https://osh.sccgov.org/sites/g/files/exjcpb671/files/documents/Housing%20Bond%20Report%2024_05.24.2024.pdf



PRIORITY AREA 3

Homelessness Prevention

In addition to the need for more affordable housing, more support is needed to prevent people from becoming homeless, as indicated by the data and feedback from stakeholders throughout the planning process.

Homelessness prevention and “housing problem solving” are two interventions that prevent homelessness from becoming a long-term crisis for households. Prevention programs ensure that people currently housed remain stably housed. Housing problem solving aims to help individuals quickly resolve their housing crisis and regain housing without requiring long-term services and support. Both types of services often involve temporary financial assistance, such as rental assistance or rental arrears, legal support, case management, and other supportive services.

Analysis of Homelessness Prevention

The County of Santa Clara oversees innovative and effective homelessness prevention and problem-solving programs that serve people throughout the county.

- The Emergency Assistance Network (EAN) is a long-standing group of safety net providers who provide temporary financial and supportive services to county residents who are at imminent risk of losing housing.
- The County of Santa Clara’s Homelessness Prevention System provides financial assistance to people at risk of becoming homeless to prevent them from becoming unhoused:
 - The program has the capacity to serve nearly 2,500 household annually.²⁸
 - 95% of participants remained stably housed while receiving services.
- The County of Santa Clara’s Housing Problem Solving program provides temporary housing, financial assistance, and supportive services to people who have recently lost their housing to help them quickly regain and maintain it.



²⁸ County of Santa Clara, The 2020-2025 Community Plan to End Homelessness: 2023 Year End Progress Report. <https://osh.sccgov.org/sites/g/files/exjcpb671/files/documents/2023-year-end-progress-report.pdf>

The County of Santa Clara’s Homeless Prevention Program offers services countywide, including to Mountain View residents. While the City provides funding to organizations that participate in the County of Santa Clara Homelessness Prevention Program, the need exceeds the resources.

In Fiscal Year
2023-24,



279 Mountain View households were served through the Homelessness Prevention System,²⁹



however, **283** households requested housing assistance for the first time in the same year.³⁰

The County of Santa Clara’s Homeless Prevention Program offers services countywide, including to Mountain View residents. While the City provides funding to organizations that participate in the County of Santa Clara Homelessness Prevention Program, the need exceeds the resources.

The City also operates a rent stabilization program which fully or partially covers 14,950 apartment units, limiting rent increases, providing protection from unlawful evictions, and providing mediation services to resolve landlord-tenant disputes.

Many other cities across Santa Clara County do not fund prevention and housing problem-solving services. Only about half of the cities and towns (9 of 15), including the City, offer some type of prevention or problem solving assistance. Among those that do, rent relief and landlord negotiation and mediation assistance are the most commonly offered services. The lack of city-level investment across the county can create gaps where people are unable to access services or there are not enough resources to go around.

Working session participants noted the need for more homeless prevention resources to serve additional clients, including services for immigrants with low incomes who have limited access to federally-funded programs. They also noted other gaps, such as prevention assistance being only available to people who are currently housed and named on a lease and the need for longer-term assistance. While the City provided funding for rent relief from one-time sources during the COVID-19 pandemic, there is currently no formal rental assistance program for Mountain View residents that can help with ongoing rent payments.

🚩 Challenges and Opportunities: Homelessness Prevention

Challenge

- Homelessness prevention and problem solving are critical and effective strategies for reducing homelessness. However, current resources are not reaching all residents in need.

Opportunities identified through the planning process

- Continuing and expanding case management, and housing navigation can help more households avoid or quickly resolve their homelessness.
- Exploration of countywide funding opportunities could enable more households to access short-term and longer-term rental assistance.

²⁹ Santa Clara County Homeless Management Information System

³⁰ Ibid.



PRIORITY AREA 4

Services for the Most Vulnerable Residents

Housing-focused outreach and supportive services connect unhoused people to resources and address the barriers that prevent them from becoming housed. The City has played a key role in making such services available in Mountain View, including basic needs services, safe parking, emergency sheltering, and case management. However, there are some services that are not available within the city. Stakeholders also noted several areas where services could be enhanced to make them more accessible and better meet the needs of people experiencing homelessness.

Analysis of Services for the Most Vulnerable Residents

The County of Santa Clara’s crisis response system includes interim (temporary) housing, emergency sheltering, support for basic needs, and connections to resources and case management with the goal of supporting households to achieve stable housing. This includes a network of partners conducting outreach to provide health care and behavioral health services, conducting housing assessments, and providing food, clothing and other basic needs. The County of Santa Clara also operates the Here4You Hotline, which provides centralized referrals to emergency sheltering, homelessness prevention services, and other community resources based on client needs.

Temporary Housing and Sheltering

Since 2020, countywide temporary housing and sheltering capacity has increased by 44% to a total of 2,717 units. In 2023:³¹

Santa Clara County Temporary Housing and Shelter Capacity



Approximately **7,400** people accessed temporary housing and emergency sheltering in Santa Clara County



25% of all people served in temporary housing and sheltering exited to permanent housing.



3/4 of those connected to housing did so with the help of a subsidized housing program.

Despite this increase in capacity, across both the county and in Mountain View, 75% of people experiencing homelessness are living outside. Many have been living unsheltered for extended periods and are often disconnected from the resources they need to exit homelessness and achieve stability. Furthermore, approximately half of cities in Santa Clara County (7 of 15) do not offer year-round sheltering or any sheltering at all.

Shelter options for Mountain View residents include the following:

- A year-round youth shelter for North County residents; and
- A half-year emergency shelter program near Mountain View’s downtown that serves single women and families.

³¹ County of Santa Clara, The 2020-2025 Community Plan to End Homelessness: 2023 Year End Progress Report. <https://osh.sccgov.org/sites/g/files/exjcpb671/files/documents/2023-year-end-progress-report.pdf>

Safe Parking

The City began exploring Safe Parking in 2015, when there were no responders to the City's Request for Proposals for a safe parking operator. Since then, the City has made great strides to form partnerships, encourage regional solutions, and put in place policies and programs in an arena where best practices are still evolving. As a result of its efforts, the City has established what is currently the largest Safe Parking program in Santa Clara County, with 114 spaces (as of December 2024) across several locations for all types of vehicles, including recreational vehicles.



114 safe parking spaces across several locations for all types of vehicles, including recreational vehicles.



In FY 2023-24, **31%** exited the program to permanent housing destinations.

In recognition of the fact that the level of need far outstrips the number of spaces, the City has undertaken multiple actions to try to find additional lots to expand the safe parking program including the following:

- Developed a Safe Parking Ordinance and permit program for private lot owners;
- Funded all necessary site preparation and setup for current program sites;
- Established a subcommittee of the Human Relations Commission to conduct outreach and identify new lot opportunities; and
- Engaged with numerous private, faith, and nonprofit parking lot owners on multiple occasions, including looking into specific suggestions from stakeholders.



By and large, unfortunately, these efforts have been unsuccessful in securing additional lots. The one strategy where the City has experienced some success is partnering with affordable housing developers for the temporary use of their sites until their housing projects are ready for construction. This was the model for the Terra Bella and Evelyn sites and the City is in discussions for another possible site following this model.

In the region, there is a significant gap between the number of people living in vehicles and the number of safe parking spaces. No one entity acting on their own can meet this need. Only seven cities in Santa Clara County offer safe parking programs, including the City. Some of these programs are in partnership with the County of Santa Clara, which has its own funding limitations. In staff’s conversations with the **County of Santa Clara, the County has indicated that increased funding for the City’s Safe Parking program is unlikely beyond the current contract amount of approximately \$1.1 million.**

Another important consideration is the effectiveness of safe parking in meeting the long-term needs of unstably housed residents. Although helpful for some, it is not a permanent housing solution and does not provide the supports that year-round emergency sheltering and interim housing can provide.

Considering these challenges – the difficulty identifying sites for safe parking and securing funding for ongoing operations and the limitations of safe parking as a long-term solution – it is useful to think of maintaining some base level of safe parking as part of a broader mix of strategies.



Outreach and Basic Needs Services

Outreach and basic needs services are a critical piece of the crisis response system. At the county level, outreach efforts are often concentrated in areas with larger homeless populations and cities are often left to fill in the gaps. In Mountain View, the Police Department provides outreach to people experiencing homelessness and the City funds and partners with community organizations who provide outreach. The City provides funding for basic services like meals, as well as sanitation and hygiene services.



32 individuals connected to community-based organizations



104 individuals connected to sheltering and other services

However, not all jurisdictions provide basic needs services. According to the City's survey of other jurisdictions (not including Mountain View):

- A little more than half of jurisdictions (8 of 14) provide street outreach services.
- Half of the jurisdictions (7 of 14) provide mobile hygiene services (shower and/or laundry).
- Some cities and towns (4 of 14) provide dumpsters or trash services at encampments or in areas outside of public rights of way.
- Only a few cities and towns (2 of 14) offer portable restrooms with hand-washing stations.

“ There used to be more portable restrooms available during COVID, but that has been reduced a lot since then. Folks need more hygiene and laundry services and activities to build community.

- Working Session Participant ”



Accessibility of Services

Stakeholder feedback indicated that services for homeless residents were less accessible to certain populations and that more cultural competency would deepen access for people experiencing homelessness. For example, Mountain View is home to a large Hispanic/Latinx population; many of these individuals are Spanish-speaking and may require specialized engagement and services. While this population represents less than 20% of the general population of Mountain View, they comprise 57% of people experiencing homelessness in the city.³² Community-based organizations provide some specialized services, such as English as a Second Language classes and connecting Spanish-speaking refugees to basic needs.

However, stakeholders noted several gaps including:

- Mountain View Police Department’s Outreach Team does not include a full-time bilingual staff;
- Mandarin speakers have even more limited access to assistance; and
- There are gaps in services for immigrants with low incomes.

In addition to language access, some organizations expressed that the City does not have tailored resources for LGBTQ+ clients or clients with disabilities.

Challenges and Opportunities: Services for the Most Vulnerable Residents

Challenge

- With a large, diverse, and mostly unsheltered homeless population, the services available in Mountain View are not sufficient to meet the needs of the most vulnerable residents.

Opportunities identified through the planning process

- Enhancing and tailoring outreach can improve homeless residents’ access to useful information and resources.
- Obtaining data on demographics of unhoused populations, especially the living-in-vehicle community, can help better address their needs.
- Maintaining a sustainable, base level of Safe Parking and continuing to analyze outcomes to assess the program’s effectiveness can help in moving clients along the pathway to more stable housing.



³² Santa Clara County Homeless Management Information System and the United States Census Bureau.



PRIORITY AREA 5

Healthy and Safe Neighborhoods

As described throughout the Plan, those experiencing homelessness face devastating circumstances and impacts. There are also ripple effects on the broader community related to the unhoused. Residents and businesses have expressed public health and safety concerns and a desire to have more information and support on how to help the unhoused community in need.

Q Analysis of Healthy and Safe Neighborhoods

As previously noted, 75% of homeless individuals in Santa Clara County and Mountain View (over 7,000 and 400 people respectively) are unsheltered. For these people, this means the functions of daily living and the difficulties of living unhoused happen in the open and without the types of resources that people with housing or living in a supportive setting can count on. Feedback from stakeholders and the experience of City staff have identified many impacts, which are summarized below.

Health and Safety Concerns

- Leaking and the disposal of biological waste on city streets, along creeks, and in other public places causes significant concern regarding human and environmental health.
- Belongings and debris kept outside of vehicles used for habitation can block the public right-of-way and create blight.
- Cooking and other activities in lived-in recreational vehicles have resulted in fires on a number of occasions.
- Mental health and substance use challenges among homeless individuals are exacerbated by the experience of living unhoused and can result in unpredictable, erratic or even violent behavior. The conduct of those struggling with such challenges and facing the desperation of homelessness can generate public safety concerns and impacts.

The City's strategies for actively responding to health and safety concerns include:

- Providing 24/7 portable restrooms with handwash stations at program sites;
- Funding for mobile shower and laundry services at safe parking sites;
- Providing annual fire and safety inspections at existing safe parking sites and safety information to all recreational vehicles identified as lived in;
- Participating in interagency coordination for encampment clean-up and in the County of Santa Clara's Multi-Jurisdiction Hazard Mitigation Plan;
- Adopting and enforcing a Public Discharge Ordinance, which is enforceable by signage throughout the city (continual communications are shared with the *Coordinating Together Network* and distributed by the Police Department Community Outreach Officer to individuals living in vehicles);

- Conducting a Biannual Clean Streets Program, supported by a cross-departmental team that meets monthly to review the condition of the public-rights-way;
- Contracting with a vendor for biohazard waste clean-up;
- Installing full trash capture devices around safe parking program sites;
- Adhering to the National Pollutant Discharge Elimination System/Municipal Stormwater Permit Requirements
- Creating a Community Outreach Officer position as part of the Police Department Neighborhood and Events Services Unit, to act as a liaison between social services providers and the unhoused;
- Creating the Behavioral Services Unit to follow up on calls for service and encounters regarding people experiencing a mental health crisis and provide outreach and referrals in order to reduce the need for and frequency of law enforcement contact;
- Supporting the Momentum for Health TRUST Program, which conducts outreach to unhoused and vulnerable residents to provide mobile mental health crisis response services;
- Partnering with the County of Santa Clara Mobile Crisis Response Team, which provides crisis screening, assessment, intervention, and referral to behavioral health services, usually accompanied by law enforcement liaisons for on-the-scene safety; and
- Partnering with the County of Santa Clara to share information about behavioral health and substance use prevention services with the community.

“ The Police’s hands are tied. They just jolly people off my property to someone else’s. There’s a limit to what they can do. But maybe a team outside law enforcement [who] are the ones who come, unless it is a 911 emergency.

- Working Session Participant ”

Stakeholders including community members, service providers, business owners, and City staff provided consistent feedback about the ongoing need to connect people experiencing homelessness with resources and services. Priority Area 4 discusses the challenges and opportunities for the most vulnerable populations and the Plan includes strategies and actions to meet the needs of those living unhoused.



In addition, actions are needed to ensure public spaces, such as parks, libraries, neighborhoods, and business centers are kept safe, clean, and welcoming for all residents.

Business owners expressed feeling ill-equipped to respond to individuals in crisis and cited a need for professional help. One suggestion was to provide an alternative to law enforcement, such as a 24/7 multidisciplinary street outreach team to assist community members in crisis or with mental health and substance use issues. In addition, business owners expressed the need for information about resources so they can help connect those in distress who are in and around their businesses with the appropriate services. **While the City coordinates with Momentum for Health TRUST Program, which helps to educate the business community downtown and throughout Mountain View about its mobile response team, stakeholders identified the need for more information sharing and connections.**

Stakeholders also cited a need for more accessible services that meet people where they are to address basic needs, such as a day center or service hub where multiple community-based organizations and physical and behavioral health service providers can come together to offer services.

“ Emotional distress is a big issue. We have people who are at risk of homelessness or couch surfing and people who have been chronically homeless, who have emotional problems that staff struggle to accommodate – they are not trained to be able to address these needs.

- Working Session Participant ”

🚩 Challenges and Opportunities: Healthy and Safe Neighborhoods

Challenge

- While unhoused residents bear the brunt of the homelessness crisis, its effects impact the entire community.

Opportunities identified through the planning process

- Communicating with local businesses and community members regarding available homeless and crisis services supports their ability to respond effectively and connect people to resources.
- Continuing and enhancing City-run programs fosters clean neighborhoods and public safety for the entire community.
- Supporting collaboration and sharing of information between local providers can streamline and increase access to services.



ROADMAP: VISION, PRINCIPLES, GOALS, STRATEGIES AND ACTIONS

Based on the challenges and opportunities discussed in the prior section, the Plan identifies **five goals** for the City to prioritize in the years ahead requiring local and regional investments, commitments, and partnerships.



**INCREASE REGIONAL COLLABORATION AND
COORDINATION TO ADDRESS THE HOMELESSNESS CRISIS**



**EXPAND AND PRESERVE AFFORDABLE
AND SUPPORTIVE HOUSING OPTIONS**



**SUPPORT HOMELESSNESS
PREVENTION**



**INCREASE ACCESS TO AND CONTINUE SERVICES
FOR UNHOUSED AND VULNERABLE RESIDENTS**



**MAINTAIN HEALTHY AND
SAFE NEIGHBORHOODS**

A Strategy and Action Plan as well as an Implementation and Expenditure Plan to support accomplishment of these goals are outlined on the next page.

STRATEGY AND ACTION PLAN

The Strategy and Action Plan (the Strategy) establishes a vision and set of principles, which guide the strategies and actions. The vision statement reflects the City’s ongoing commitment to respond to homelessness through regional collaboration, dignity and compassion, and equitable access to services.

Vision Statement

The City of Mountain View is committed to working with its local and regional partners to help people at risk of losing housing remain housed and help those experiencing homelessness access services, and secure available and safe housing.

Guiding Principles



PRINCIPLE 1

ADVANCE REGIONAL COLLABORATION

Meaningfully engage and collaborate with the community and across jurisdictional boundaries and sectors to develop, refine, and execute intentional, innovative, and sustainable action to help reduce homelessness.



PRINCIPLE 2

FOSTER DIVERSITY AND INCLUSION

Embrace diversity and inclusivity and build a sense of community within Mountain View with a shared commitment to addressing homelessness.



PRINCIPLE 3

VALUE DIGNITY AND COMPASSION

Ensure a coordinated response to homelessness that upholds the worth and dignity of all community members, regardless of their housing status.



PRINCIPLE 4

BUILD ON WHAT WE HAVE LEARNED AND ACCOMPLISHED

Invest resources and funding to continue housing and services already in place and take the opportunity to enhance those efforts for greater impact.



Strategy and Action Plan Framework

The Strategy is driven by and builds on the City's existing programmatic priorities and policy directions, the primary objective of which has been to support the transition to stable housing. This objective is consistent with a broader local, county, state and federal policy framework, articulated in the City's Community for All goal and 2023-2031 Housing Element, 2020-2025 Santa Clara County Community Plan to End Homelessness, and the 2020-2025 Federal Consolidated Plan for Community Development Block Grant and HOME funds. The City's core programs and policies to support the transition to stable housing include outreach, case management, safe parking, interim housing, permanent supportive housing, and affordable housing. The Strategy lays out strategies and actions that **continue** and **enhance** key existing initiatives and **explore** opportunities to build on the City's existing homelessness response.



CONTINUE activities the City is currently undertaking, which consist of programs, services, and investments that are working to prevent and reduce homelessness while being within the scope and authority of the City.



ENHANCE the current work that already has a meaningful impact on the community, wherever possible. Enhancements may represent deeper investments, expansion of projects, additional collaboration with local partners, neighboring cities and towns, the County of Santa Clara Office of Supportive Housing.



EXPLORE supplementary opportunities to build on the City's existing homelessness response that could lead to greater investments and deeper impact. The opportunities may require longer-term focus, significant additional funding, and recognition that solutions are beyond work the City can lead on its own.

Leading Implementation

The Human Services Division leads the City’s programs, services, and partnerships to meet the needs of Mountain View’s most vulnerable residents to improve the quality of life for all residents. This includes developing policy recommendations and response strategies; coordinating with community-based organizations, nonprofits, and intergovernmental partners; managing cross-departmental planning; promoting access to essential services; and administering budgets, agreements, and grants.

The Housing Department advances diverse, inclusive, and equitable communities by developing and implementing a wide range of housing policies and programs related to affordable housing, rent stabilization, and tenant protection. The Department seeks to reduce barriers and increase access to housing opportunities and resources through intentional program design, education, outreach, and translation/interpretation services.

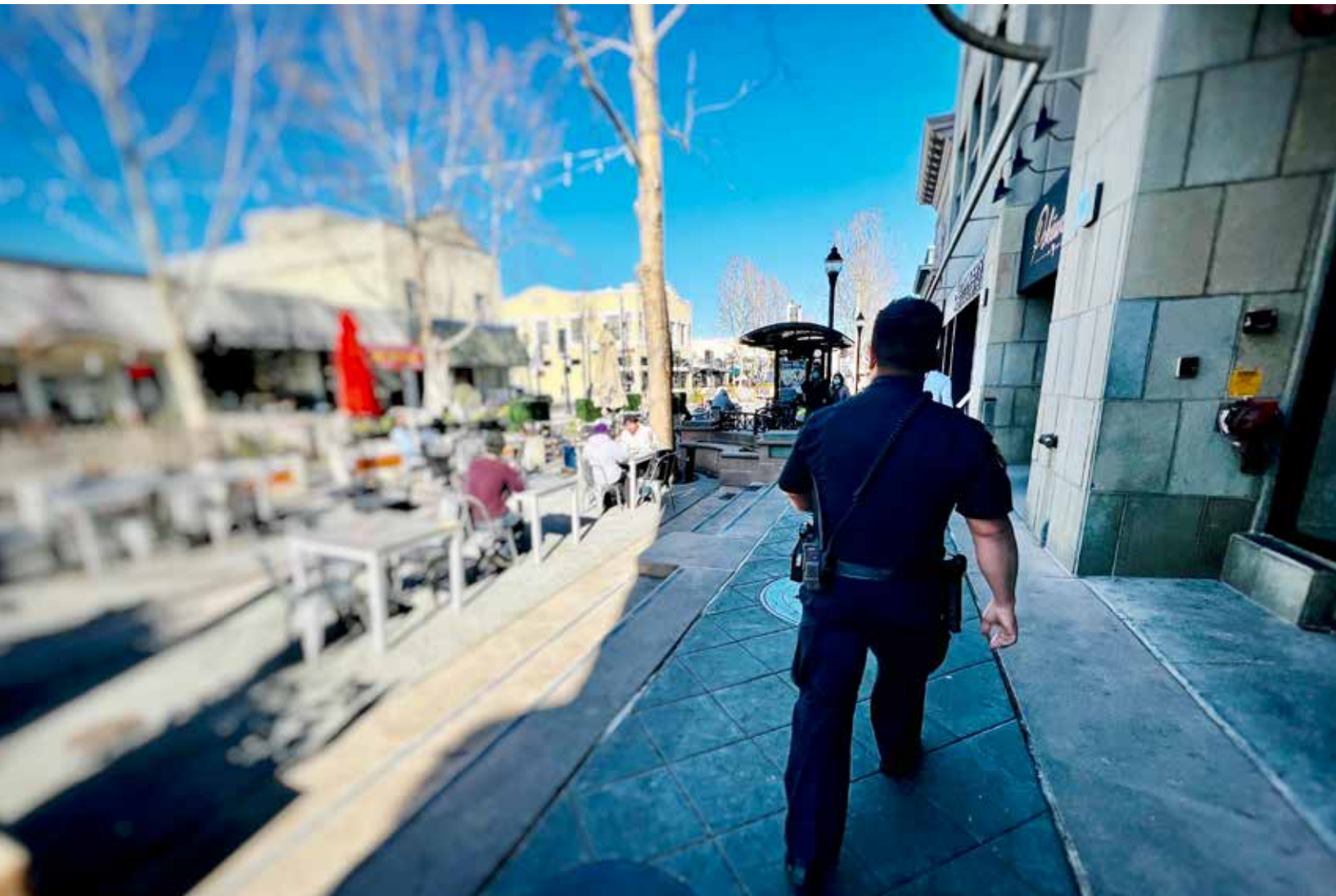


Table 2 below provides a high-level overview of the routine administrative services, program coordination, collaboration with community partners, and education and outreach conducted by the Human Services Division and Housing Department as part of their ongoing routine work.




Table 2: High-level Overview of Ongoing Routine Programs and Services

HUMAN SERVICES DIVISION	HOUSING DEPARTMENT
Participate in the Community Development Block Grant/Housing Regional Meeting.	Continue ongoing implementation of the Community Stabilization and Fair Rent Act.
Fund and conduct the General Fund-supported public service grant process to support services for vulnerable populations.	Continue ongoing administration of the Mobile Home Rent Stabilization Ordinance.
Conduct ongoing analysis of outcomes for Safe Parking Program participants.	Carry forward the implementation of the Tenant Relocation Assistance Ordinance.
Engage with the County of Santa Clara Office of Supportive Housing on transition plans for the current temporary Safe Parking sites at Evelyn and Terra Bella.	Sustain the Housing Help Center.
Convene the City’s ongoing <i>Coordinating Together Network</i> .	Maintain the Mountain View Mediation Program, in partnership with Project Sentinel
Participate in the County of Santa Clara Safety Net Meeting and Service Provider Network.	Conduct the Community Development Block Grant public service grant process.
Promote the County of Santa Clara’s “Housing Problem Solving Initiative”.	Meet with affordable housing service providers to share information and ideas on how to respond to residents’ public safety requests.
Provide routine updates on the Plan’s progress.	
Collaborate with community partners on outreach to unhoused and unstably housed residents.	
Distribute educational flyers regarding pertinent City Codes.	
Deepen understanding of the Homeless Management Information System data.	



Table 3 below provides a summary of the 42 actions in the Plan and the breakdown of each action’s framework. **Of the 42 recommended actions, 24 are Continued initiatives, 8 are recommended Enhancements, and 10 actions are to be Explored.**

Table 3: Summary of Plan’s Framework

FRAMEWORK	COUNT
 Continue	24
 Enhance	8
 Explore	10
Total Actions:	42





GOAL 1

Increase Regional Collaboration and Coordination to Address the Homelessness Crisis

Goal 1 strategies and actions respond to the following identified challenges and opportunities:

- Homelessness is not defined by geographic borders and the City cannot end homelessness on its own.
- Enhanced communication, information and data sharing can help cities identify gaps and opportunities for coordinated action at the local level and regionally.
- In light of common challenges and resource limitations across jurisdictions, there is an opportunity for countywide advocacy to seek funding and policy support for affordable housing and supportive services.

#	ACTION	FRAMEWORK	TIMELINE
Goal 1: Increase Regional Collaboration and Coordination to Address the Homelessness Crisis			
Strategy 1.1: Collaborate and promote action by other jurisdictions			
1.1.a	Work with regional partners on legislative advocacy to obtain state and federal funding to support the Plan.	Continue	Immediate
1.1.b	Develop a digital toolkit of homeless programs and policy best practices to provide implementation guidelines for other jurisdictions.	Explore	Medium-Term
Strategy 1.2: Strengthen partnerships to address regional homeless needs			
1.2.a	Convene quarterly regional meetings with adjacent jurisdictions to coordinate and share information about homeless programs and services.	Explore	Immediate
1.2.b	Pilot a street outreach program with neighboring cities.	Explore	Medium-Term



GOAL 2

Expand and Preserve Affordable and Supportive Housing Options

Goal 2 strategies and actions respond to the following identified challenges and opportunities:

- The significant shortage of affordable housing contributes to hundreds of residents falling into homelessness each year.
- The shortage of supportive housing makes it difficult for unhoused residents to regain and maintain housing.
- Expanding the number of units in the affordable housing pipeline would increase housing supply and prevent homelessness for vulnerable households.
- Development of housing and programs for special needs populations can provide more supportive housing options for residents experiencing homelessness.
- Implementation of innovative housing policies can address the needs of populations inadequately served by traditional housing models.

#	ACTION	FRAMEWORK	TIMELINE
Goal 2: Expand and Preserve Affordable and Supportive Housing Options			
Strategy 2.1: Advance existing affordable housing projects			
2.1.a	Implement the City’s current 1,300 unit housing pipeline.	Continue	Medium-Term
2.1.b	Partner with the private sector, philanthropy, and public agencies to secure new funding sources for affordable housing.	Continue	Short-Term
Strategy 2.2: Increase the affordable housing pipeline			
2.2.a	Expand the existing affordable housing pipeline, which includes an additional 200 units of rapid rehousing/permanent supportive housing.	Enhance	Long-Term
2.2.b	Assess the City’s regulatory framework and land use regulations to address any barriers to housing development in accordance with the adopted Housing Element.	Explore	Long-Term
Strategy 2.3: Diversify affordable supportive housing			
2.3.a	Support the development of innovative housing for special needs and vulnerable populations.	Explore	Long-Term
2.3.b	Evaluate options to increase the supply of affordable housing units, including very low and extremely low-income units.	Explore	Short-Term
2.3.c	Continue exploring Interim Housing solutions with developers and operators.	Continue	Short-Term



GOAL 3 Support Homelessness Prevention

Goal 3 strategies and actions respond to the following identified challenges and opportunities:

- Homelessness prevention and problem solving are critical and effective strategies for reducing homelessness, however, current resources are not reaching all residents in need.
- Continuing and expanding case management and housing navigation can help more households avoid or quickly resolve their homelessness.
- Exploration of countywide funding opportunities could enable more households to access short-term and longer-term rental assistance.

#	ACTION	FRAMEWORK	TIMELINE
Goal 3: Support Homelessness Prevention			
Strategy 3.1: Expand existing housing stability and case management services			
3.1.a	Provide ongoing funding for the <u>current</u> Permanent Supportive Housing Program for 20 households.	Continue	Immediate
3.1.b	Provide ongoing funding for <u>current</u> homeless prevention case management services.	Continue	Immediate
3.1.c	Provide additional funding to <u>expand</u> the Permanent Supportive Housing Program to increase the number of households receiving resources.	Enhance	Medium-Term
3.1.d	Explore a homeless prevention emergency rent relief program.	Explore	Short-Term
Strategy 3.2: Complete the development of and implement the City's Displacement Response Strategy			
3.2.a	Develop a program for the acquisition/preservation of rent-stabilized housing units.	Continue	Short-Term
3.2.b	Develop a community ownership action plan for innovative housing models.	Continue	Short-Term
3.2.c	Implement a local ordinance to require the replacement of protected units.	Continue	Short-Term
3.2.d	Evaluate options for alternatives to housing displacement including first right of return, affordable housing preferences, etc.	Continue	Medium-Term



GOAL 4

Increase Access to and Continue Services for Unhoused and Vulnerable Residents

Goal 4 strategies and actions respond to the following identified challenges and opportunities:

- With a large, diverse, and mostly unsheltered homeless population, the services available in Mountain View are not sufficient to meet the needs of the most vulnerable residents.
- Enhancing and tailoring outreach can improve homeless residents’ access to useful information and resources.
- Obtaining data on demographics of unhoused populations, especially the living-in-vehicle community can help better address their needs.
- Maintaining a sustainable, base level of Safe Parking and continuing to analyze outcomes to assess the program’s effectiveness can help in moving clients along the pathway to more stable housing.

#	ACTION	FRAMEWORK	TIMELINE
Goal 4: Increase Access to and Continue Supportive Services for Unhoused and Vulnerable Residents			
Strategy 4.1: Share information about homelessness resources			
4.1.a	Publicize existing programs and services provided by CSA in their role as the City’s homeless resource hub.	Continue	Immediate
4.1.b	Partner with County of Santa Clara Behavioral Health Services and share information about mental health and substance use prevention services.	Continue	Immediate
4.1.c	Continue <u>current</u> funding to CSA for bilingual case management staffing for outreach and housing assessments.	Continue	Immediate
4.1.d	Expand funding for CSA case management staffing to <u>expand</u> the outreach scope to the at-large, unhoused population.	Enhance	Short-Term
4.1.e	Increase communication and outreach to non-English-speaking communities.	Enhance	Immediate
Strategy 4.2: Tailor supportive services to meet unique needs			
4.2.a	Provide pilot funding to local organizations such as Reach SV and the United Effort Organization to address needs identified through the County of Santa Clara’s Mountain View provider network.	Explore	Short-Term
4.2.b	Conduct a one-time survey to the living-in-vehicle community to gain additional insights and help tailor existing programs, as feasible.	Explore	Medium-Term

Table continued on next page >

Strategy 4.3: Maintain a sustainable base level of Safe Parking

4.3.a	Recognize and maintain the City-owned Shoreline Lot B as the City’s base level of service for the Safe Parking Program.	🔄 Continue	⚠️ Immediate
4.3.b	Engage with faith-based partners to support reopening of Safe Parking sites.	🔄 Continue	⚠️ Immediate
4.3.c	Continue relationships with affordable housing developers interested in providing space for a new temporary Safe Parking site.	🔄 Continue	⚠️ Immediate
4.3.d	Pursue one additional temporary Safe Parking Program site while maintaining existing base capacity at Shoreline Lot B.	➕ Enhance	🕒 Long-Term





GOAL 5







Maintain Healthy and Safe Neighborhoods

Goal 5 strategies and actions respond to the following identified challenges and opportunities:





- While unhoused residents bear the brunt of the homelessness crisis, its effects impact the entire community.
- Communicating with local businesses and community members regarding available homeless and crisis services supports their ability to respond effectively and connect people to resources.
- Continuing and enhancing City-run programs fosters clean neighborhoods and public safety for the entire community.
- Supporting collaboration, coordination and sharing of information between local providers can streamline and increase access to services.

#	ACTION	FRAMEWORK	TIMELINE
Goal 5: Maintain Healthy and Safe Neighborhoods			
Strategy 5.1: Engage and provide local businesses, community members, and City staff with resources to help address concerns related to people experiencing homelessness			
5.1.a	Partner with Momentum for Health TRUST Program to promote awareness and use of mobile mental health crisis response services.	Continue	Immediate
5.1.b	Share information about resources available to address health and safety concerns.	Enhance	Immediate
5.1.c	Provide communitywide Mental Health First Aid trainings.	Enhance	Short-Term
5.1.d	Explore providing Narcan as part of first aid resources at City facilities.	Explore	Short-Term
Strategy 5.2: Provide services to minimize and address environmental health concerns from litter and other waste associated with unhoused residents			
5.2.a	Maintain the Biannual Clean Streets Program.	Continue	Immediate
5.2.b	Conduct the Annual Living-in-Vehicle Count in Mountain View.	Continue	Short-Term
5.2.c	Support hygiene and basic health and safety services at program service delivery sites.	Continue	Immediate

Table continued on next page >

5.2.d	Continue coordination across City departments and external agencies for encampment clean-up.	 Continue	 Immediate
5.2.e	Participate in the County of Santa Clara’s Multi-Jurisdiction Hazard Mitigation Plan.	 Continue	 Immediate
5.2.f	Provide garbage receptacles as part of the Biannual Clean Streets Program.	 Enhance	 Short-Term

Strategy 5.3: Provide public safety services to address issues associated with homelessness

5.3.a	Continue communitywide public safety outreach and referrals.	 Continue	 Immediate
5.3.b	Provide annual fire and safety inspections and safety information at existing safe parking sites.	 Continue	 Immediate
















IMPLEMENTATION AND EXPENDITURE PLAN

The Strategy sets a course for collective action to guide current and future planning for further addressing homelessness in Mountain View. **The City will take a phased approach (with immediate, short-term, medium-term, and long-term actions) to fund continued, enhanced, and new programs and services over the next seven-to-ten-years.** This approach will include a consideration of City funding (either Limited-Period or ongoing), grant or philanthropic funding (as applicable), and over time, incorporation of established programs into the City’s base budget. Specific sources for funding are not currently identified. If the Strategy is approved by Council, recommended funding would be built into long-range forecasts, as would any funding sources that may be developed. Until then, the City will continue to partner, leverage, and compete for federal and state level grants as recommended by the consultant and legislative advocates.

The Implementation and Expenditure Plan lists action items within each strategy and goal, including information regarding timelines, lead department/division, and cost.

- The legend for this additional information is summarized in **Table 4**.
- A summary of the actions by each of these categories is in **Table 5**.
- A summary of recommended expenditures for continuation of existing programs, enhancement of existing programs and exploration of new initiatives is included in **Tables 6, 7 and 8** respectively.

Table 4: Implementation and Expenditure Plan Legend

TIMELINES	DEPARTMENT/ DIVISION LEAD	COST
 Immediate: Less than 1 year	 Human Services Division	 Action does not require funding beyond existing staff time
 Short-Term: 1-3 years	 Housing	 Estimated to be less than \$149,999
 Medium-Term: 4-7 years	 PD-NES*	 Estimated to be \$150,000 - \$299,999
 Long-Term: 7+ years	 Fire Department	 Estimated to be \$300,000 - \$499,999
		 Estimated to be \$500,000 - \$1M+

*Police Department-Neighborhood and Event Services Unit

Timelines

The Implementation and Expenditure Plan is envisioned to be a seven-to-ten-year plan and subject to change to meet evolving community needs. Each action item has been designated with an implementation timeline of immediate, short-term, medium-term, or long-term as defined above.

Department/Division Lead

The Plan and its goals, strategies and actions were created through a joint departmental effort consisting of the City Manager’s Office - Human Services Division (Human Services Division), Housing Department, Police Department - Neighborhood and Event Services (PD-NES), and Fire Department. Each action has been assigned to one or more lead departments to implement and/or track the action’s progress.










Costs

The City has provided significant funding for homeless initiatives since 2016, using one-time funding sources. However, other than the funding for staff positions focused on this work, **there is no dedicated, ongoing funding source for homeless initiatives and funding is requested on an annual basis to continue existing efforts.**

Therefore, the Implementation and Expenditure Plan includes the funding needed for both existing initiatives and any enhanced or new recommended initiatives. The cost ranges for each action are noted with the icons defined in Table 4 above. **In summary, the expenditures are recommended to: continue Safe Parking, Outreach, Homeless Prevention Case Management, the Permanent Supportive Housing Program, and Basic Services including hygiene and sanitation; enhance the Outreach scope to the at-large unhoused population and the number of households served in the existing Permanent Supportive Housing Program with the County of Santa Clara; and explore a modest emergency rent relief program, pilot multi-city street outreach and a few other targeted investments.**

As shown in **Table 5** below, the Plan includes 42 actions of which, 19 are immediate, 13 are short-term, 6 are medium-term, and 4 are long-term. (The majority of the 19 immediate actions are existing actions staff recommend continuing, as described in the prior Plan section of the Report.) The Plan identifies 26 actions as led or co-led by Human Services, 17 actions as led or co-led by the Housing Department, 9 actions as led or co-led by PD-NES, and 2 actions as led by the Fire Department. As shown, 26 out of the 42 actions can be undertaken with existing staff time.

Table 5: Number of Action Items by Timeline, Department Lead, and Cost

TIMELINE	ACTIONS COUNT	DEPARTMENT/DIVISION LEAD	ACTIONS COUNT	COST	ACTIONS COUNT
 Immediate	19	 Human Services	26		26
 Short-Term	13	 Housing	17	\$	9
 Medium-Term	6	 PD-NES*	9	\$\$	1
 Long-Term	4	 Fire	2	\$\$\$+	6
TOTAL: 42					

*Police Department-Neighborhood and Event Services Unit

Recommended Expenditures - Fiscal Impact






The Implementation and Expenditure Plan includes recommendations to continue funding existing homeless initiatives, which are currently funded using one-time funds, such as the General Fund, General Housing Fund, Successor Housing Agency Fund, and public benefit funds at a cost of approximately \$1 million per Fiscal Year. The availability of these funding sources is subject to change. As homeless initiatives are fulfilled through annual funding contracts with partner providers, the contract amounts may be modified on an annual basis based on the budget at that time. Over time, staff recommends a phased approach as part of the annual budget process to transition \$1 million to the base budget to continue **existing ongoing programs**, as permitted by budget conditions.

The Implementation and Expenditure Plan also proposes \$265,000 in ongoing funding for **enhanced and new programs** at \$225,000 in one-time funding. This totals \$490,000 in new proposed expenditures that would also be phased in as budget conditions allow.

Existing Homeless Initiatives

Table 6 below summarizes the existing homeless initiatives, the City’s contribution for each initiative, and contributions from partner funding sources, if applicable. A description of each of these initiatives follows. **Ultimately, it is the City’s intention to fund these existing and ongoing initiatives with ongoing funding. As noted above, the transition to appropriation of ongoing funding will be phased in.**

Table 6: Existing Homeless Initiatives

INITIATIVE	PARTNER-PROVIDED FUNDING	CITY-PROVIDED ONE-TIME FUNDING
 Safe Parking	\$1,100,000 (County)	\$700,000
 Permanent Supportive Housing Program	\$90,000 (County)	\$125,000
 Homeless Prevention Case Management	\$19,287 (CSA and CDBG)	\$120,000
 Outreach to Vulnerable Populations	\$22,673 (CSA)	\$42,000
 Hygiene and Basic Health at Program Sites	N/A	\$30,000
Total:	\$1,231,960	\$1,017,000



Safe Parking

The Safe Parking Program has a capacity for up to 114 safe parking spaces (as of December 2024) and a commuter (non-living) area for up to 23 vehicles to park. Essential services are provided on-site. Since Fiscal Year 2016-17, the City has had a revenue-sharing agreement with the County of Santa Clara to operate the program. As of Fiscal Year 2024-25, the County of Santa Clara’s annual contribution to the program is approximately \$1,100,000 and the City’s contribution is **\$700,000**.



Permanent Supportive Housing Program

The Permanent Supportive Housing Program provides permanent housing units within Santa Clara County for leasing or rental assistance paired with supportive services to assist 20 chronically homeless households from Mountain View achieve housing stability. Since Fiscal Year 2016-17, the City has had a revenue-sharing agreement with the County of Santa Clara to support these placements and services. As of Fiscal Year 2024-25, the County of Santa Clara’s contribution to the program is approximately \$90,000 and the City’s contribution is **\$125,000**.



Homeless Prevention Case Management

As the designated safety net provider and the City’s Resource Hub for unhoused and unstably housed residents, CSA provides homeless prevention services to unhoused and unstably housed residents, including case management, housing information and problem-solving resources, and referrals. Starting in 2017, the City has contributed \$60,000 each year, which was matched by the County of Santa Clara for a combined total of \$120,000, to fund a percentage of three case management staff salaries. Due to County of Santa Clara procurement limitations, they discontinued providing the \$60,000 matching grant in Fiscal Year 2022-23. To maintain service levels, the City has backfilled the \$60,000 gap through Fiscal Year 2024-25 utilizing funding from the term-limited grant provided to the City by Destination: Home for total program funding of **\$120,000** per year. The in-kind contribution of CSA is approximately \$19,000.





Outreach to Vulnerable Populations

With 1,300 affordable housing units in various stages of development, outreach is important to conducting assessments and establishing eligibility for households experiencing homelessness so they do not miss out on supportive housing opportunities. Since Fiscal Year 2022-23, the City has contributed \$42,000 to fund a portion of a full-time CSA case management staff's salary who dedicates 70% of their time conducting outreach and completing housing assessments to help the living-in-vehicle population enter the queue for supportive housing opportunities. The City has utilized **\$42,000** from the term-limited grant provided to the City by Destination: Home to fund this outreach. The in-kind contribution of CSA is approximately \$23,000.



Hygiene and Basic Health at Program Sites

In the post-COVID-19 pandemic environment, the City has provided funding for 24/7 portable restrooms with handwashing stations at program service delivery sites utilized by unhoused and unstably housed residents. The cost for the portable restrooms with daily cleaning service is approximately **\$30,000** annually.



Interim Housing Start-up Funding





The City provided **\$2.4 million** in one-time funding as start-up funding in support of the LifeMoves Mountain View interim housing community, which was matched by the County of Santa Clara with \$2.4 million for Fiscal Years 2023-24 and 2024-25. Beginning in Fiscal Year 2025-26, LifeMoves will develop a funding strategy on an annual basis to maintain the operations of their existing facilities. The City committed funds through Fiscal Year 2024-25 and does not have funding for ongoing operations. The County of Santa Clara has expressed interest in continuing to support LifeMoves Mountain View and may coordinate directly with LifeMoves.



Enhanced Homeless Initiatives

Table 7 below summarizes the enhanced homeless initiatives and the recommended costs, with descriptions to follow.

Table 7: Enhanced Homeless Initiatives

INITIATIVE	TIMELINE	FUNDING	RECOMMENDED COST
 Permanent Supportive Housing Program	 Medium-Term	Ongoing	\$100,000
 Outreach to Vulnerable Populations	 Medium-Term	Ongoing	\$40,000
Total:			\$140,000



Permanent Supportive Housing Program

As mentioned above, the City contributes \$125,000 to the existing Permanent Supportive Housing Program to assist 20 chronically homeless households, and the County of Santa Clara contributes \$90,000. The Implementation and Expenditure Plan recommends increasing the number of households receiving support by approximately 9 at a cost of **\$100,000**, a service cost of approximately \$11,000 to \$12,000 per household.



Outreach to Vulnerable Populations









The CSA case management staff currently dedicates 70% of their time conducting outreach and completing housing assessments for the living-in-vehicle population. The Implementation and Expenditure Plan includes a recommendation to expand the scope of outreach to include the at-large, unhoused population and increase the dedicated time spent on outreach and housing assessments at a cost of **\$40,000**. This could also be a sub-contract for other providers to work in concert with CSA.



New Homeless Initiatives

Table 8 below summarizes the costs for new homeless initiatives.

Table 8: New Homeless Initiatives

INITIATIVE	TIMELINE	FUNDING	RECOMMENDED COST
 Pilot Multi-City Street Outreach	 Medium-Term	One-Time	\$150,000
 Homeless Prevention Emergency Rent Relief Program	 Short-Term	Ongoing	\$100,000
 Pilot Funding to Local Organizations	 Short-Term	One-Time	\$50,000
 Pilot Mental Health First Aid Training	 Short-Term	One-Time	\$25,000
Total:			\$325,000



Pilot Multi-City Street Outreach

Given the mobile nature of homelessness, particularly for those living in vehicles, collaboration across jurisdictional boundaries is critical. Effective street outreach connects with those who may not otherwise seek assistance or come to the attention of service providers and helps meet people’s basic needs while encouraging them to engage and supporting them along the pathway toward stable housing. This process requires collaboration among multiple stakeholders and partners to make strategic use of resources while focusing on an individual-centered approach to meet people where they are. The City is engaging with neighboring cities in early dialogue for potential collaboration on street outreach. A preliminary recommendation to pilot one-time funding for street outreach, with the goal to

combine resources with other agencies, is included at a cost of **\$150,000**.



Homeless Prevention Emergency Rent Relief Program

Building off the highly successful emergency rent relief program during the COVID-19 pandemic (\$5.3 million), the Implementation and Expenditure Plan recommends a new modest, but impactful program for extremely low-income households who are unable to pay their rent on a one-time basis, due to unforeseen circumstances. A preliminary recommendation to develop an emergency rent relief program is included at a cost of **\$100,000**.



Pilot Funding to Local Organizations

There are a number of Mountain View-serving community-based organizations, such as Reach SV and the United Effort Organization that work closely with homeless individuals and families and are uniquely able to identify challenges that may impede the quest for more stable housing. The County of Santa Clara Office of Supportive Housing convenes a coalition of these organizations who are participating in the Continuum of Care’s efforts to assess for and establish eligibility for supportive housing services. The coalition coordinates to identify people in need and the type of assistance that could make a positive impact on their stability, such as gift cards for transportation to attend medical appointments, hygiene kits, and phone chargers. A preliminary recommendation to pilot one-time funding to enable this coalition of organizations to address low-level barriers is included at a cost of **\$50,000**.



Pilot Mental Health First Aid Training

In partnership with the cities of Palo Alto and Los Altos, the City received federal funding for mental health crisis response providing an alternative to engagement with law enforcement. Some of these funds were used to deliver Mental Health First Aid training. This is a certificate training program providing an evidence-based, early-intervention course teaching participants how to identify, understand, and respond to signs of mental health and substance use challenges among adults. The training was a success with nearly 100 community-based organization staff, volunteers, community members, and City staff trained. A preliminary recommendation to pilot one-time funding for additional Mental Health First Aid trainings to reach more people in the community is included at a cost of **\$25,000**.



Affordable Housing Initiatives

As of December 2024, a total of **\$168 million** has been committed towards the City’s affordable housing development pipeline, and an additional \$4 million has been committed toward the preservation of rent-stabilized housing units as part of the City’s Displacement Response Strategy.

In addition to the City’s contribution, the County of Santa Clara contributed \$80 million from their Measure A Affordable Housing Bond toward the City’s affordable housing pipeline. However, it is estimated that \$265 million in funding is needed to fund and meet the City’s Regional Housing Needs Allocation for lower-income units at 80% of Area Median Income or below (as identified in the state-certified 2023-2031 Housing Element).



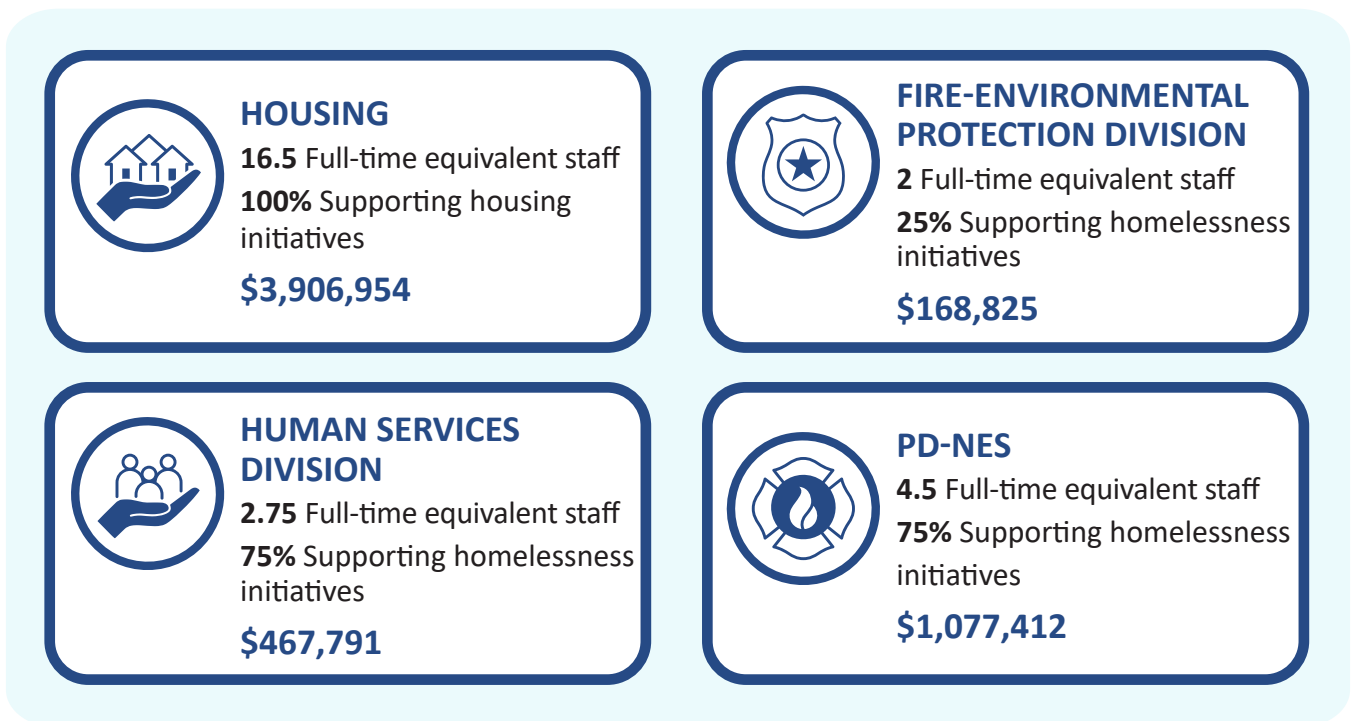
Leveraging Resources

Since 2016, the City has taken a collaborative approach to addressing homelessness, leveraging available resources to develop solutions to meet large-scale needs. Examples of this include the Safe Parking program partnership with the County of Santa Clara and the City's and County's matched funding for the LifeMoves Mountain View interim housing development. The City recognizes there are remaining large-scale needs that are outside the City's ability to fund, such as a navigation center. This and possibly other large-scale needs will remain a part of the City's ongoing due diligence to monitor grants and funding opportunities. However, it is important to note that the majority of grants and funding opportunities cover costs for capital infrastructure, not ongoing programmatic operations, which is where there is the most significant funding need.

Cross-Department Assets

In addition to the costs of initiatives outlined above, the City funds staff positions dedicated in part or in whole to housing and homelessness initiatives. As **Figure 1** below shows, there are 25.75 full-time equivalent (FTE) staff at a cost of nearly \$5.9 million who contribute their time on a full-time (e.g., Housing) or a percentage basis (e.g., Human Services, PD-NES, and Fire-Environmental Protection) supporting this work.

Figure 1: Cross Department Assets



CONCLUSION

The City is committed to doing its part to address homelessness in Mountain View, in the context of the broader crisis impacting the region and the state. Since 2016, the City has made strategic and meaningful investments in programs and services that are effectively serving those in the community who are experiencing homelessness or at risk of homelessness. However, the shortage of affordable housing and high costs of living in Santa Clara County, the Bay Area, and the state continues to drive up rates of homelessness.

The City's existing strategies to address homelessness were launched and evolved in response to community needs and resident concerns, before a long-range plan could be developed and without a dedicated ongoing funding source. **The focus has been on strategies that help unhoused and unstably housed residents enter and make progress along a pathway to permanent housing.**

The City recognized the need to establish a roadmap for future action in alignment with the City's Community for All Strategic Priority and making effective use of the available resources, authority, and expertise of a small-sized city responding to a super-sized problem. The City developed this Plan, *Pathways to Housing – Homeless Response Strategy Implementation and Expenditure Plan* to reflect on the City's work over the past eight years and chart the course for addressing homelessness in Mountain View over the next seven to-ten years through actionable goals and strategies and a plan for expenditures and implementation.

The City will continue to do its part in responding to the regional homeless crisis, but it cannot solve homelessness on its own. The success of the Plan will rely on regional collaboration with existing partners and new partners, including but not limited to service providers, private philanthropic organizations, Federal and State legislators and grant programs, donors, residents, and all cities and town government agencies within Santa Clara County. An integral part of the Strategy calls for the City to expand its partnerships to achieve the shared vision of preventing and reducing homelessness in Mountain View.



APPENDIX A – STRATEGIES, IMPLEMENTATION AND EXPENDITURE PLAN CHART











#	ACTION	FRAMEWORK	TIMELINE	LEAD DEPARTMENT/ DIVISION	COST
Goal 1: Increase Regional Collaboration and Coordination to Address the Homelessness Crisis					
Strategy 1.1: Collaborate and promote action by other jurisdictions					
1.1.a	Work with regional partners on legislative advocacy to obtain state and federal funding to support the Plan.	 Continue	 Immediate	 Human Services Division  Housing Department	
1.1.b	Develop a digital toolkit of homeless programs and policy best practices to provide implementation guidelines for other jurisdictions.	 Explore	 Medium-Term	 Human Services Division  Housing Department	
Strategy 1.2: Strengthen partnerships to address regional homeless needs					
1.2.a	Convene quarterly regional meetings with adjacent jurisdictions to coordinate and share information about homeless programs and services.	 Explore	 Immediate	 Human Services Division	
1.2.b	Pilot a street outreach program with neighboring cities.	 Explore	 Medium-Term	 Human Services Division  PD-NES Unit	
Goal 2: Expand and Preserve Affordable and Supportive Housing Options					
Strategy 2.1: Advance existing affordable housing projects					
2.1.a	Implement the City's current 1,300 unit housing pipeline.	 Continue	 Medium-Term	 Housing Department	
2.1.b	Partner with the private sector, philanthropy, and public agencies to secure new funding sources for affordable housing.	 Continue	 Short-Term	 Housing Department	
Strategy 2.2: Increase the affordable housing pipeline					
2.2.a	Expand the existing affordable housing pipeline, which includes an additional 200 units of rapid rehousing/permanent supportive housing.	 Enhance	 Long-Term	 Housing Department	
2.2.b	Assess the City's regulatory framework and land use regulations to address any barriers to housing development in accordance with the adopted Housing Element.	 Explore	 Long-Term	 Housing Department	

Table continued on next page >














































Strategy 2.3: Diversify affordable supportive housing					
2.3.a	Support the development of innovative housing for special needs and vulnerable populations.	 Explore	 Long-Term	 Housing Department	\$\$\$\$
2.3.b	Evaluate options to increase the supply of affordable housing units, including very low and extremely low-income units.	 Explore	 Short-Term	 Housing Department	\$\$\$\$
2.3.c	Continue exploring Interim Housing solutions with developers and operators.	 Continue	 Short-Term	 Housing Department	\$\$\$\$
Goal 3: Support Homelessness Prevention					
Strategy 3.1: Expand existing housing stability and case management services					
3.1.a	Provide ongoing funding for the <u>current</u> Permanent Supportive Housing Program for 20 households.	 Continue	 Immediate	 Human Services Division  Housing Department	\$
3.1.b	Provide ongoing funding for <u>current</u> homeless prevention case management services.	 Continue	 Immediate	 Human Services Division	\$
3.1.c	Provide additional funding to <u>expand</u> the Permanent Supportive Housing Program to increase the number of households receiving resources.	 Enhance	 Medium-Term	 Human Services Division  Housing Department	\$
3.1.d	Explore a homeless prevention emergency rent relief program.	 Explore	 Short-Term	 Human Services Division  Housing Department	\$
Strategy 3.2: Complete the development of and implement the City's Displacement Response Strategy					
3.2.a	Develop a program for the acquisition/preservation of rent-stabilized housing units.	 Continue	 Short-Term	 Housing Department	\$\$\$\$
3.2.b	Develop a community ownership action plan for innovative housing models.	 Continue	 Short-Term	 Housing Department	\$
3.2.c	Implement a local ordinance to require the replacement of protected units.	 Continue	 Short-Term	 Housing Department	⊘
3.2.d	Evaluate options for alternatives to housing displacement, including first right of return, affordable housing preferences, and partnerships with landlords.	 Continue	 Medium-Term	 Housing Department	⊘


Table continued on next page >

Goal 4: Increase Access to and Continue Supportive Services for Unhoused and Vulnerable Residents

Strategy 4.1: Share information about homelessness resources

4.1.a	Publicize existing programs and services provided by CSA in their role as the City's homeless resource hub.	 Continue	 Immediate	 Human Services Division	
4.1.b	Partner with County of Santa Clara Behavioral Health Services and share information about mental health and substance use prevention services.	 Continue	 Immediate	 Human Services Division	
4.1.c	Continue <u>current</u> funding to CSA for bilingual case management staffing for outreach and housing assessments.	 Continue	 Immediate	 Human Services Division	
4.1.d	Expand funding for CSA case management staffing to <u>expand</u> the outreach scope to the at-large, unhoused population.	 Enhance	 Short-Term	 Human Services Division	
4.1.e	Increase communication and outreach to non-English-speaking communities.	 Enhance	 Immediate	 Human Services Division	

Strategy 4.2: Tailor supportive services to meet unique needs

4.2.a	Provide pilot funding to local organizations such as Reach SV and the United Effort Organization to address needs identified through the County of Santa Clara's Mountain View provider network.	 Explore	 Short-Term	 Human Services Division	
4.2.b	Conduct a one-time survey to the living-in-vehicle community to gain additional insights and help tailor existing programs, as feasible.	 Explore	 Medium-Term	 Human Services Division	

Strategy 4.3: Maintain a sustainable base level of Safe Parking




































4.3.a	Recognize and maintain the City-owned Shoreline Lot B as the City's base level of service for the Safe Parking Program.	 Continue	 Immediate	 Human Services Division	
4.3.b	Engage with faith-based partners to support reopening of Safe Parking sites.	 Continue	 Immediate	 Human Services Division	
4.3.c	Continue relationships with affordable housing developers interested in providing space for a new temporary Safe Parking site.	 Continue	 Immediate	 Human Services Division	
4.3.d	Pursue one additional temporary Safe Parking Program site while maintaining existing base capacity at Shoreline Lot B.	 Enhance	 Long-Term	 Human Services Division	

Table continued on next page >

Goal 5: Maintain Healthy and Safe Neighborhoods

Strategy 5.1: Engage and provide local businesses, community members, and City staff with resources to help address concerns related to people experiencing homelessness

5.1.a	Partner with Momentum for Health TRUST Program to promote awareness and use of mobile mental health crisis response services.	 Continue	 Immediate	 Human Services Division	
5.1.b	Share information about resources available to address health and safety concerns.	 Enhance	 Immediate	   Human Services Division Housing Department PD-NES Unit	
5.1.c	Provide communitywide Mental Health First Aid trainings.	 Enhance	 Short-Term	 Human Services Division	
5.1.d	Explore providing Narcan as part of first aid resources at City facilities.	 Explore	 Short-Term	  Human Services Division PD-NES Unit	

Strategy 5.2: Provide services to minimize and address environmental health concerns from litter and other waste associated with unhoused residents

5.2.a	Maintain the Biannual Clean Streets Program.	 Continue	 Immediate	  Human Services Division PD-NES Unit	
5.2.b	Conduct the Annual Living-in-Vehicle Count in Mountain View.	 Continue	 Short-Term	 PD-NES Unit	
5.2.c	Support hygiene and basic health and safety services at program service delivery sites.	 Continue	 Immediate	 Human Services Division	
5.2.d	Continue coordination across City departments and external agencies for encampment clean-up.	 Continue	 Immediate	 PD-NES Unit	
5.2.e	Participate in the County of Santa Clara's Multi-Jurisdiction Hazard Mitigation Plan.	 Continue	 Immediate	 Fire Department	
5.2.f	Provide garbage receptacles as part of the Biannual Clean Streets Program.	 Enhance	 Short-Term	  Human Services Division PD-NES Unit	

Strategy 5.3: Provide public safety services to address issues associated with homelessness

5.3.a	Continue communitywide public safety outreach and referrals.	 Continue	 Immediate	 PD-NES Unit	
5.3.b	Provide annual fire and safety inspections and safety information at existing safe parking sites.	 Continue	 Immediate	  Fire Department PD-NES Unit	

APPENDIX B – OVERVIEW OF EXISTING PROGRAMS AND SERVICES

This section provides a high-level (not all-inclusive) overview of the programs and supportive services available to individuals experiencing homelessness and those who are unstably housed. It includes programs and services that receive full- or partial- funding from the City, those offered by the County of Santa Clara, and those provided by interagency partners and community-based organizations.

Basic Services

Hygiene and Health Care

- Eighteen public restrooms at City parks.
- Portable restrooms and hand-washing stations at two locations in partnership with community partners, such as CSA and Hope’s Corner.
- Portable restrooms, hand-washing stations, drinking water, mobile shower and laundry, and trash services at three Safe Parking Program sites (as of December 2024).
- Shower and laundry services at Hope’s Corner three days per week.
- Hygiene kits, diapers and feminine hygiene products through community partners Reach SV and STAND4 INC.
- Valley Homeless Healthcare Program Mobile Medical Unit at Safe Parking Program sites and at LifeMoves Mountain View.

Food and Clothing Assistance

- Meals provided through the Senior Nutrition Program at the Mountain View Senior Center and the Day Worker’s Center Healthy Meals Program.
- Groceries provided at the Mountain View Senior Center in partnership with Second Harvest of Silicon Valley, through CSA at the Food and Nutrition Center, and at St. Athanasius Church.
- Food pantry, meals, blankets, and clothing through Reach Silicon Valley.
- Meals, clothing, and groceries at Hope’s Corner.

Supportive Services

Outreach and Case Management

- Full-time Community Outreach Officer through Mountain View Police Department Neighborhood and Event Services Unit.
- Community outreach, case management, and follow-up through Momentum for Health’s TRUST program.
- Outreach and case management through CSA.
- Behavioral Services Unit pilot through Mountain View Police Department.

Information on Accessing Resources

- Continual communications are provided to the *Coordinating Together Network*.
- Monthly *Homeless and Unstably Housed* Resource flyer, public discharge flyer, locations for discharge flyer, RV sewage and wastewater flyer, expired registration, and 72 hour no parking limit flyer distributed to people living in vehicles and on city streets and shared electronically with community partners.
- Information and access to resources through community partners like Cafecito, STAND4 INC., Day Worker Center of Mountain View, and local school districts.

Emergency Sheltering, Interim (Transitional) Housing, and Safe Parking

- Year-round youth shelter (Quetzal House), which can serve up to 40 youth.
- Half-year emergency shelter program at Trinity United Methodist Church, with up to 50 beds for women and children.
- Transitional shelter (Graduate House), which can serve up to five adults.
- 100-unit interim housing site at LifeMoves Mountain View, which serves an average of up to 300 individuals per year, including case management and supportive services.
- Safe Parking Program with a total of up to 114 parking spaces (as of December 2024) across five locations, in partnership with the County of Santa Clara Office of Supportive Housing.

Affordable and Supportive Housing

- 48 units of affordable housing through The Heartwood, in conjunction with the County of Santa Clara.
- Approximately 1,500 units in 100% affordable projects.
- Approximately 200 units of below-market-rate housing.
- Approximately 14,950 fully or partially covered rent control units.
- Approximately 1,130 rent-protected mobile homes.
- Rental assistance to more than 400 Mountain View households through the Santa Clara County Housing Authority's Housing Choice Voucher Program.
- 1,650 new affordable housing units in the development pipeline, including approximately 350 below-market-rate units.
- Up to 200 units of mixed permanent supportive housing and rapid rehousing

through the Measure A Affordable Housing Bond in conjunction with the County of Santa Clara.

- A permanent housing unit within Santa Clara County to assist 20 chronically homeless Mountain View households, in partnership with the County of Santa Clara.

City Funding Opportunities

- **Community Development Block Grant/ HOME Investment Partnerships Program:** Pass-through funds redistributed to eligible organizations serving low-income residents awarded biannually (FY 2022-23, a total of \$2,130,000 redistributed).
- **General Fund Public Services:** Supplement to Public Service Agency funds to organizations that provide needed and valuable services to low-income seniors, individuals with disabilities, youth, and families through an annual allocation from the City General Fund (FY 2022-23, a total of \$278,724 invested).



APPENDIX C – REGIONAL OVERVIEW

Recognizing homelessness is a regional challenge, the City sought information about the work each city and town in Santa Clara County is engaged in to prevent and end homelessness in their community to:

- Help identify available homeless-related programs services and resources throughout Santa Clara County;
- Understand how the City’s homeless response compares to other cities and towns in Santa Clara County; and
- Identify opportunities for regional collaboration and coordinated response.

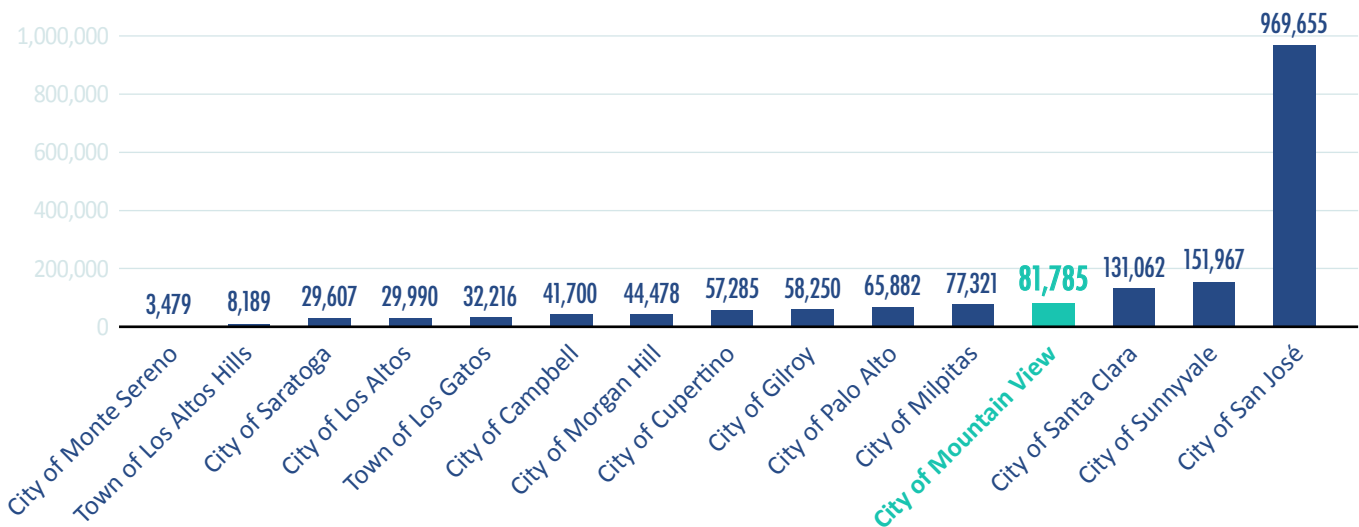
To obtain the information, Homebase created an online survey with a series of topics to help identify the programs, services, and resources available throughout Santa Clara County. The survey was distributed in July 2024 to all members of the County of Santa Clara Office of Supportive Housing’s monthly Community Development Block Grant/Housing Regional Meeting, which includes all cities and towns that participate in the Santa Clara County Point-in-Time Count. The survey results were received in August 2024, and included each jurisdiction’s population, housing cost, and Point-in-Time Count data, which are detailed below.

General Population

Population Size

The total population in Santa Clara County is 1,877,592.³³ Mountain View is one of 15 cities or towns located in Santa Clara County and is the fourth largest in Santa Clara County by general population size.

Figure 2: Population of Cities and Towns in Santa Clara County

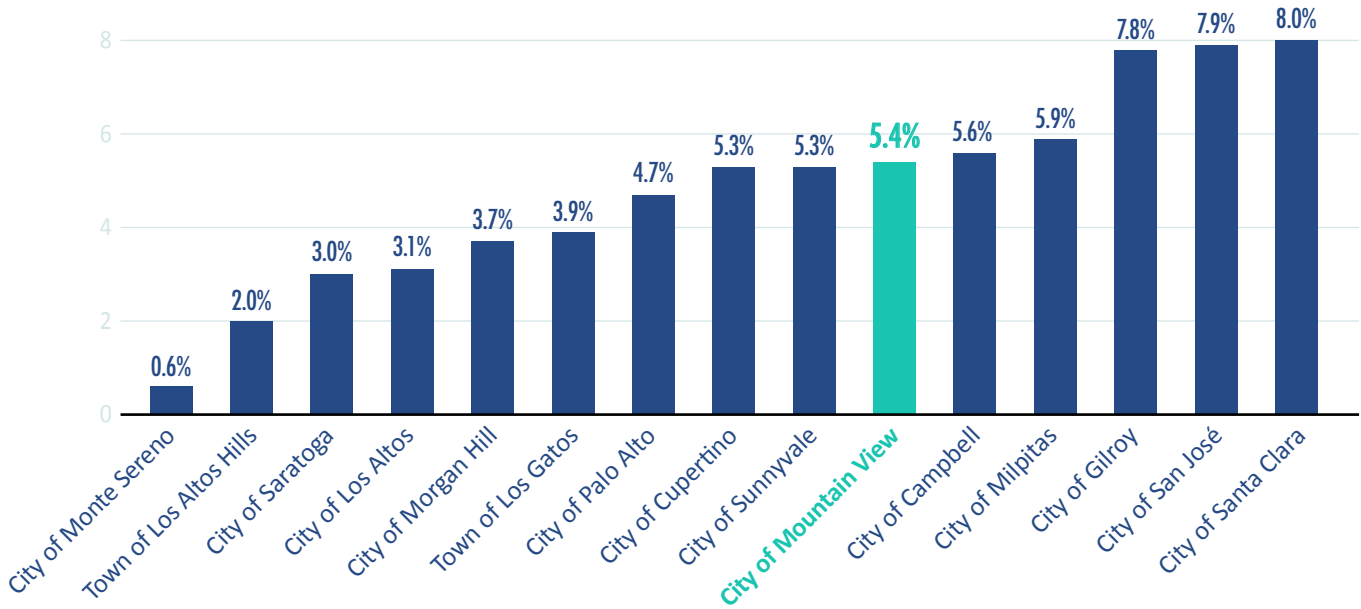


³³ Total population facts for 2022 and 2023 are available for each of the cities/towns and for the county. They can be found at [Quick Facts](#), U.S. Census Bureau. *Note: The City of Monte Sereno’s data is not available through Quick Facts, but most data are available through a U.S. Census Bureau profile for the city for 2022.

Poverty Level

Mountain View has the 6th highest level of poverty in Santa Clara County, with 5.4 percent of the population living below the poverty level, approximately 4,500 residents.

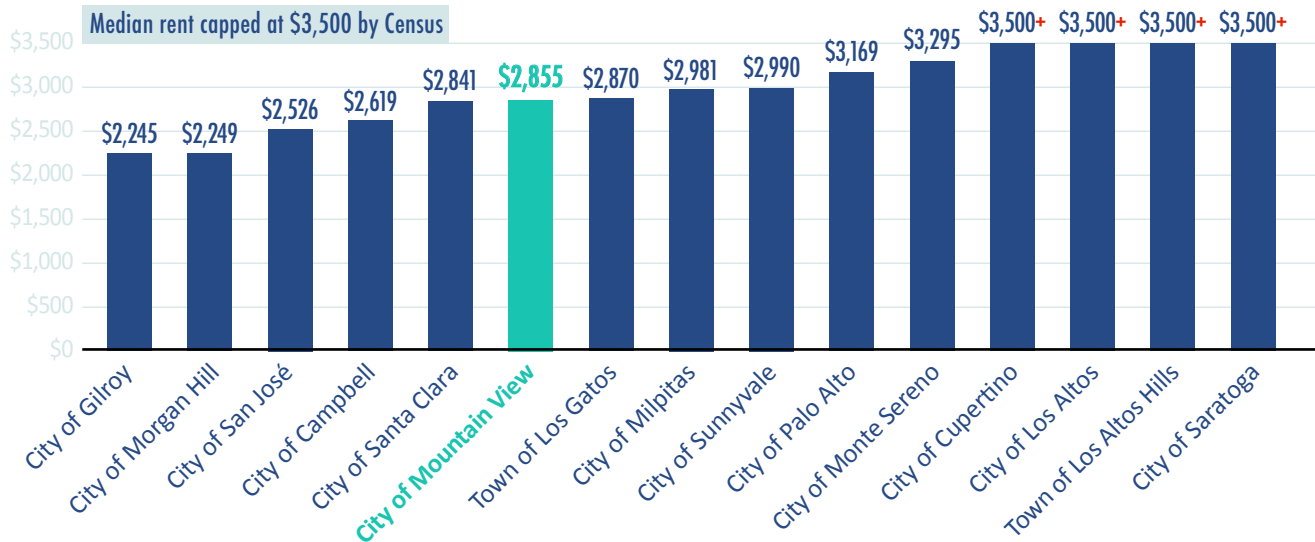
Figure 3: Percent of Population Living Below the Federal Poverty Level



Rent Costs

The median gross rent in Mountain View is \$2,855. This is lower than most cities in the county but higher than the countywide median of \$2,179 per month.³⁴ For some cities -- Cupertino, Los Altos, Saratoga, and for the Town of Los Altos Hills -- the median gross rent exceeds \$3,500 per month.³⁵

Figure 4: Median Gross Rent



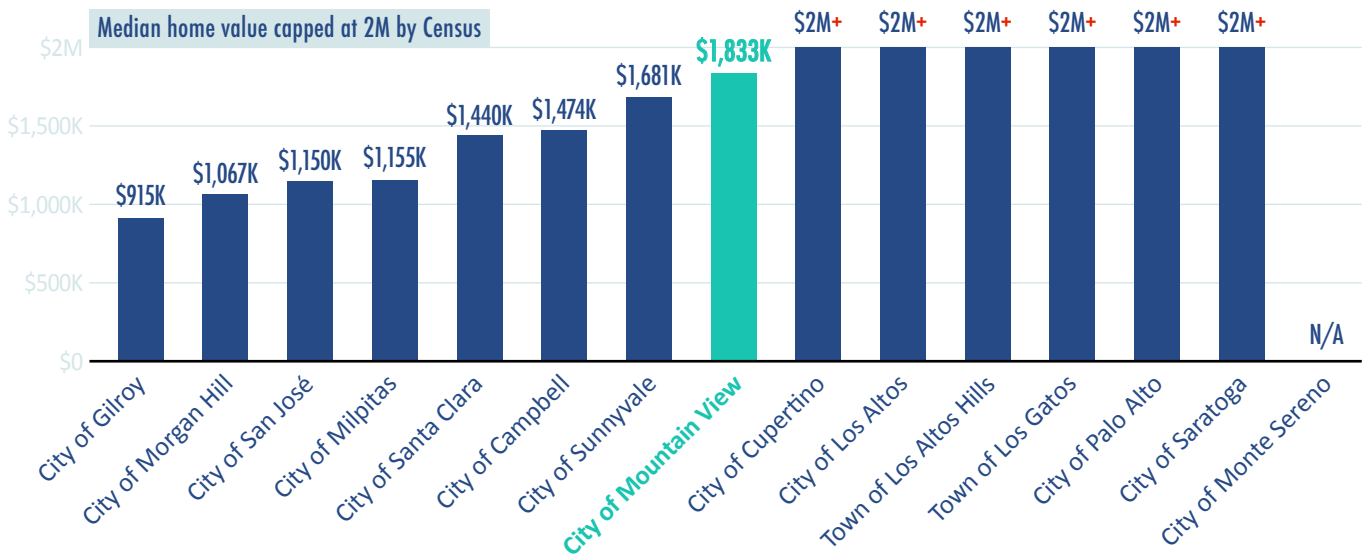
³⁴ Gross rent includes the base rent, plus any additional fees that tenants pay like utilities or parking.

³⁵ For data from years 2011-15 ~ 2020-21, the U.S. Census Bureau's American Community Survey capped the median rent price at \$3,500. All census tracts with a median rent of over \$3,500 for these years are shown as \$3,500.

House Prices

While Mountain View has one of the lower median gross rents compared to other cities and towns in Santa Clara County, it has the 7th highest median value of owner-occupied housing units (2018-2022) at over \$1.8 million. This is significantly higher than the median for the county as a whole which is \$1,316,800. Six cities and towns in the region had a median home value of more than \$2 million.³⁶

Figure 5: Median Value of Owner-Occupied Housing Units



Unhoused Population

In 2023, Santa Clara County’s unhoused population was close to 10,000 individuals (9,903), less than 1% of the total county population. Of the 9,903 individuals, nearly three quarters (7,401) were living in unsheltered conditions. Mountain View residents represented a small percentage – 5.2% (562 individuals) – of Santa Clara County’s total unhoused population. Similar to Santa Clara County, Mountain View’s unhoused population represents less than 1% of its total population and about 75% of those experiencing homelessness were living in unsheltered conditions.

The charts on the next page³⁷ provide data about the unhoused population in Mountain View, and the other cities and towns in Santa Clara County.

- Of the 15 cities and towns, only six have sheltered people in their communities, including Mountain View.
- The remaining 9 cities and towns only have people living unsheltered in their communities.
- San Jose has the highest number of individuals living sheltered in Santa Clara County.

³⁶ For data from years 2011-15 ~ 2020-21, the U.S. Census Bureau’s American Community Survey capped the median owner-occupied housing units at \$2 million. All census tracts with a median home value over \$2 million for these years are shown as \$2 million.

³⁷ Santa Clara Homeless Census and Survey Reports, County of Santa Clara Office of Supportive Housing (2023). City breakdown information available on “Maps” tab.

Figure 6: Total Unhoused Individuals by City/Town in Santa Clara County

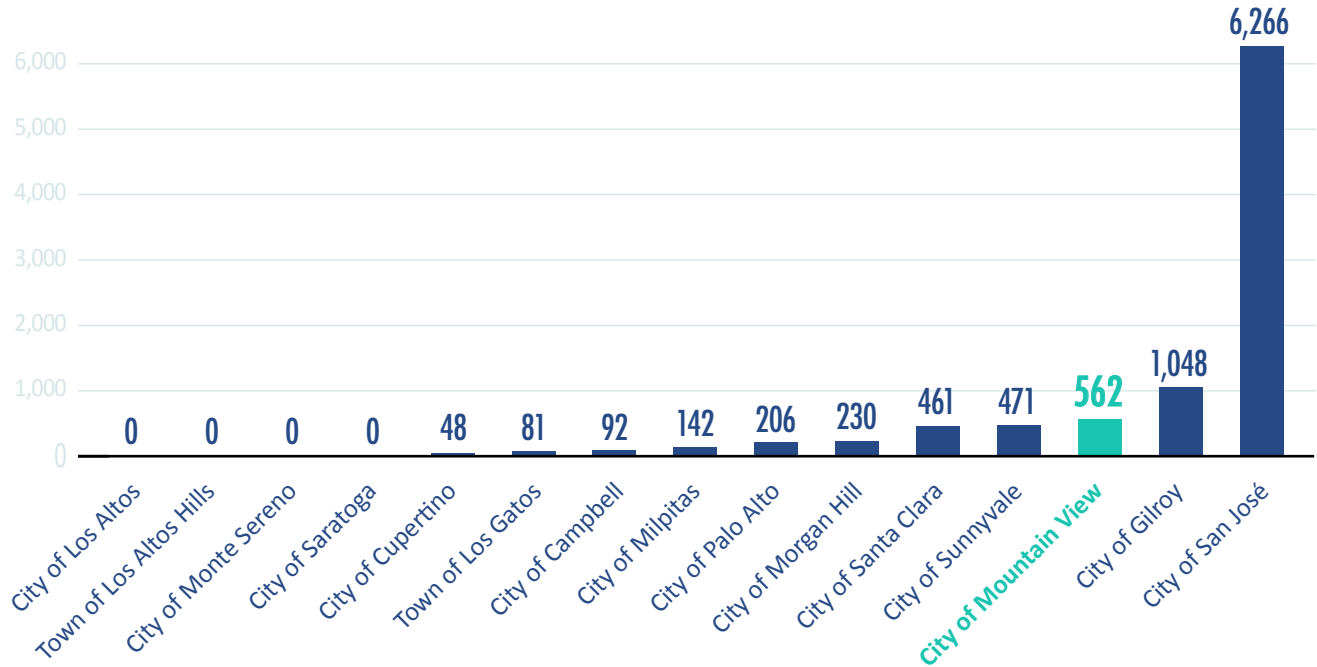
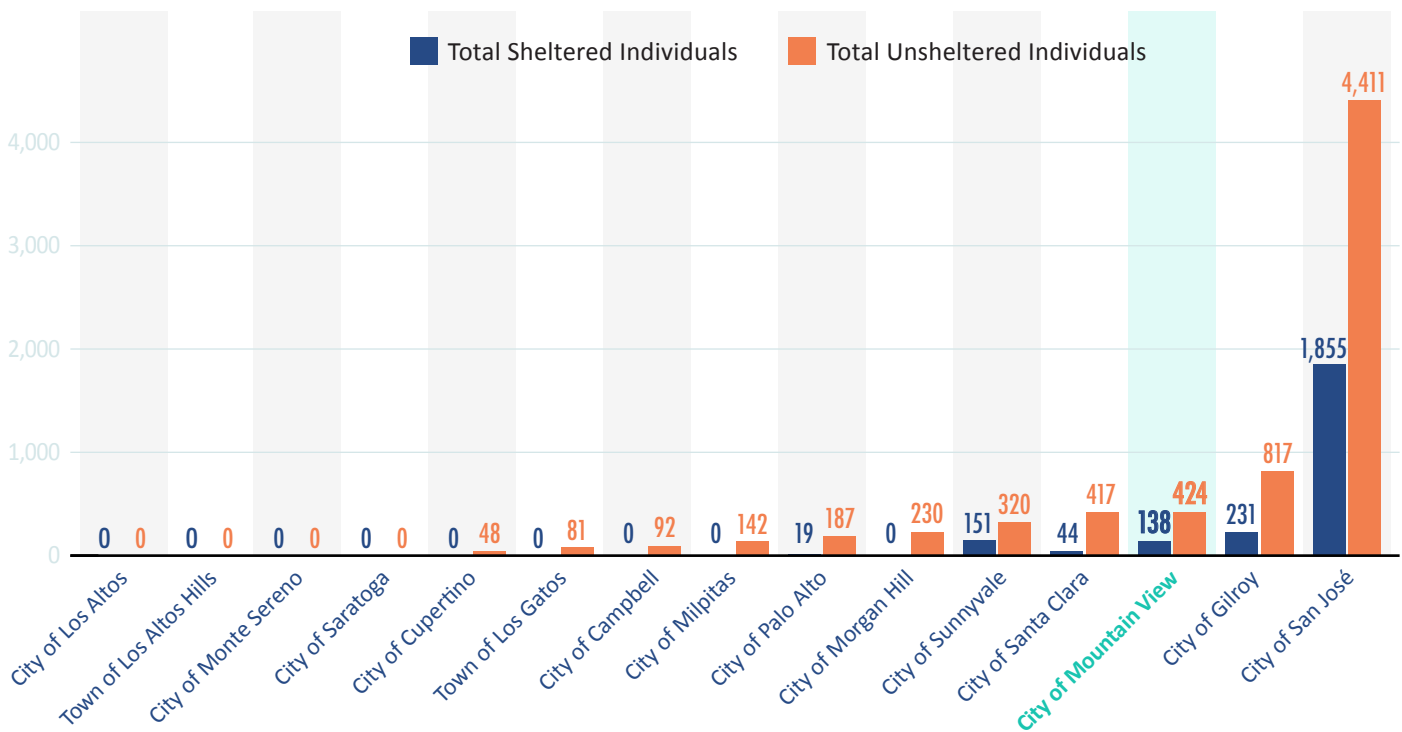


Figure 7: Sheltered vs. Unsheltered Individuals by City/Town in Santa Clara County



Homeless Programs and Services and Affordable Housing

City governments, community-based organizations, and the County of Santa Clara dedicate resources to prevent and end homelessness. Cities often receive grants or other awards, or dedicate general funds, to address homelessness. Through a survey, the City reached out to other cities and towns in Santa Clara County to learn more about programs, services and the funding provided to prevent and address homelessness in the respective communities.

About the Survey

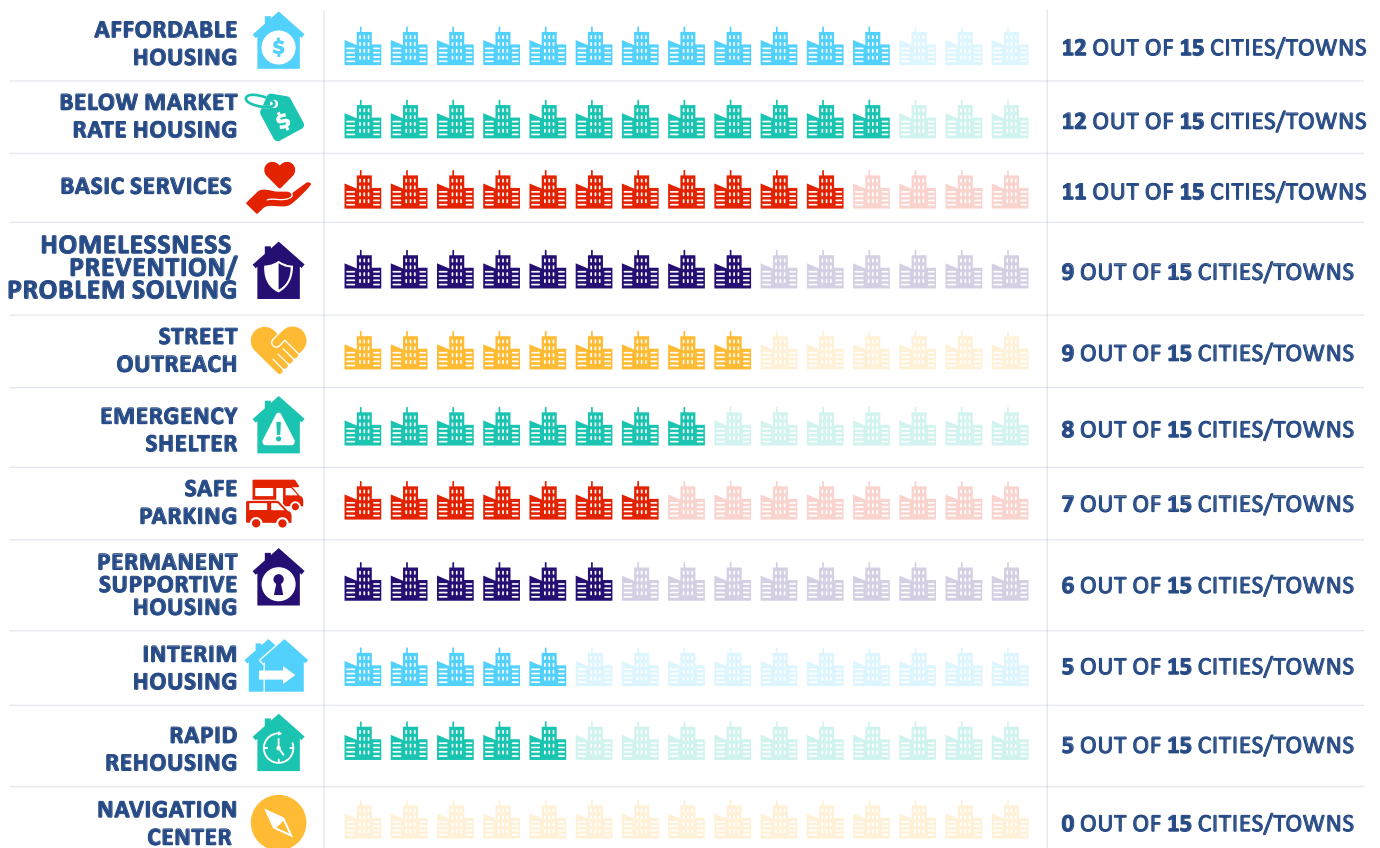
The survey asked cities and towns to share information about the types of programs and services, as well as funding sources, across the following areas:

- Basic Services (such as showers, laundry, restrooms, and trash pick-up)
- Street Outreach
- Prevention and Problem-Solving
- Emergency Shelter
- Navigation Center
- Safe Parking
- Interim Housing
- Rapid Rehousing
- Permanent Supportive Housing
- Below Market Housing
- Affordable Housing

Summary of Survey Findings

Below is a summary of the programs and services the City and the other 14 jurisdictions in Santa Clara County leverage their resources for addressing the regional homelessness crisis.

Figure 8: Homeless Services and Programs and Affordable Housing Offered



Basic Services:

- 11 of the 15 jurisdictions offer basic services to people experiencing homelessness.
- The jurisdictions of Campbell, Cupertino, Monte Sereno and Los Altos Hills indicated they do not provide basic services.
- San José offers the greatest number of basic services across all cities and towns in Santa Clara County, including mobile hygiene, portable restrooms with hand-washing stations both in and outside of public rights of way, dumpsters both in and outside public rights of way, and trash pick-up at encampments. They also have outreach teams that provide water and clothing.
- Of the 11 jurisdictions that offer basic services, the most commonly provided services are:
 - Mobile hygiene (showers and/or laundry) offered by 7 of 11 jurisdictions.
 - Trash pick-up at encampments provided by 4 of 11 jurisdictions.
- Of the 11 jurisdictions that offer basic services, the least commonly provided services are dumpsters and portable restrooms.

Street Outreach:

- 9 of the 15 jurisdictions provide street outreach to residents experiencing homelessness.
- The jurisdictions of Cupertino, Los Altos, Los Altos Hills, Monte Sereno, Saratoga and Santa Clara indicated they do not provide street outreach.
- Funding sources for the jurisdictions that provide street outreach include county, city, and other sources:
 - Milpitas, Morgan Hill, San José, and Sunnyvale street outreach are funded by the city.
 - Gilroy and Mountain View are funded by both the city and county.

- Palo Alto and Campbell are funded through other sources.

Homelessness Prevention and Problem-Solving:

- 9 of the 15 jurisdictions indicated that they offer prevention and problem-solving programs.
- Funding sources for the jurisdictions included federal, state, county, city, and other sources:
 - Four use both city and county funding to support prevention and problem-solving (Campbell, Gilroy, Mountain View, and San José),
 - Three leverage federal and/or state funding toward prevention and problem-solving (Milpitas, Palo Alto and Santa Clara).
 - One has a privately-funded program (Morgan Hill).
- The most commonly offered services include the following:
 - Landlord mediation/negotiation
 - Rent relief/rent assistance
 - Rent stabilization (e.g., tenant support)
 - Utility assistance (help paying current bills)

Emergency Shelter:

- 8 of the 15 jurisdictions indicated that they offer emergency shelter.
 - Cupertino and Morgan Hill each offer a county-funded seasonal shelter.
 - Gilroy has a county-funded year-round shelter.
 - Mountain View has a city and county funded seasonal shelter for women and children, and a youth shelter.
 - Palo Alto has the following:
 - A city- and county-funded year-round shelter.

- A city-funded seasonal shelter.
- A city-funded shelter for women and/or women and children only.
- San José offers the following:
 - A county-funded year-round congregate shelter.
 - A county-funded shelter for women and/or women and children.
 - A city-and county-funded year-round non-congregate shelter.
 - A city-and county-funded seasonal shelter.
 - A city-and county-funded shelter for families only.
- Mountain View has a county-funded half-year emergency shelter for women and children and has provided funding for a year-round shelter for foster-age youth and a year-round shelter for formerly chronically homeless individuals.
- Among jurisdictions that do not currently offer emergency shelter, several are considering options to provide seasonal shelter or currently offer alternatives such as hotel voucher programs during times of inclement weather.
- Campbell offers Safe Parking through volunteers from local churches.
- Morgan Hill and Palo Alto offer Safe Parking programs solely with county funds.
- San José funds their Safe Parking program solely with city funds.

Interim Housing, Rapid Rehousing, and Permanent Supportive Housing:

- 5 of the 15 jurisdictions offer interim housing and rapid rehousing. 6 out of 15 offer permanent supportive housing.
 - Notably, five jurisdictions (Gilroy, Mountain View, Palo Alto, San José, and Santa Clara) offer all three housing programs.
- The other 10 jurisdictions do not offer these housing programs (though their residents have access to countywide resources).
- Programs are mostly funded by the county or a combination of the county and city.
 - San José is the only jurisdiction that offers rapid rehousing solely funded by the city.
 - Santa Clara offers rapid rehousing through federal and city funds through tenant-based rental assistance and HOME funding.
 - Mountain View, Palo Alto, and San José offer permanent supportive housing that using both city and county funds.
 - Gilroy, Milpitas, and Santa Clara use solely county funds to support their permanent supportive housing programs.

Navigation Centers:

- No jurisdictions indicated that they offer a navigation center.

Safe Parking:

- 7 of 15 jurisdictions offer Safe Parking
- Several jurisdictions that do not currently offer Safe Parking programs indicated on the survey they were considering offering a program.
- Funding sources for the jurisdictions that offer Safe Parking programs include county, city, and other sources:
 - Mountain View and Saratoga fund their Safe Parking programs with a combination of city and county funds.

Below Market Rate and Affordable Housing:

- 12 of the 15 jurisdictions offer both below market rate housing and affordable housing. Three jurisdictions do not offer either type of housing.
- The 12 jurisdictions that offer below market rate housing and affordable housing utilize a mix of city, county, state and private funding to support below market rate housing and affordable housing.

APPENDIX D – COUNTY DISTRICT 5

Mountain View is a part of County of Santa Clara Supervisorial District 5 (District 5), which spans the North County and West Valley regions of Santa Clara County and includes the following cities, towns and communities:

- Cupertino
- Los Altos
- Los Altos Hills
- Los Gatos
- Monte Sereno
- Mountain View
- Palo Alto
- Saratoga
- Stanford (Unincorporated)
- Portions of San Jose
- Unincorporated communities in the Santa Cruz Mountains

Table 10 below summarizes the homeless programs and services, along with affordable housing for the cities and towns that are a part of District 5. The information collected was validated through surveys of staff familiar with Community Development Block Grant work at these cities between August and October 2024, and cross-referenced with publicly available information online as of October 2024.

Table 10: Homeless Services and Programs and Affordable Housing in District 5

Based on self-reported data (subject to change) from staff at each jurisdiction as of October 30, 2024.

KEY

- Services Not Offered Services Offered

City or Town	Cupertino	Los Altos	Los Altos Hills	Los Gatos	Monte Sereno	Mountain View	Palo Alto	San José	Saratoga
Basic Services		✓		✓		✓	✓	✓	✓
Street Outreach				✓		✓	✓	✓	
Safe Parking	✓					✓	✓	✓	✓
Homeless Prevention and/or Housing Problem-Solving				✓		✓	✓	✓	
Navigation Center									
Year-Round Shelter								✓	
Seasonal Shelter	✓			✓		✓	✓	✓	✓
Interim (Transitional) Housing						✓	✓	✓	
Affordable Housing	✓	✓		✓		✓	✓	✓	✓
Below Market Rate Housing	✓	✓		✓		✓	✓	✓	
Permanent Supportive Housing						✓	✓	✓	
Rapid Rehousing						✓	✓	✓	

District 5 Chart Terms

Some terms are defined differently by different parties. For example, some jurisdictions do not separate out their Below Market Rate Housing from their Affordable Housing. To the extent possible, data represented corresponds to the below definitions, and will be adjusted as needed based on input from staff in the corresponding jurisdiction.

Basic Services - describe the fundamental necessities that people need to survive, such as food, water, hygiene.

Affordable Housing - Housing where the household pays no more than 30% of their gross income for housing costs, including utilities, and not specified with a Below Market Rate designation.

Below Market Rate Housing (BMR) - Housing inventory specifically designated as Below Market Rate, including both rentals and homeownership opportunities. “Below Market Rate” is a rental rate or home price that is lower than the market rate, which is the amount a property owner can reasonably expect to receive for a tenancy or sale of the home on an open market. Residents in BMR housing units need to meet certain requirements to live there.

Street Outreach - Programs that include staff trained to connect unstably housed households to relevant community resources, whether through one-time or consistent contact. Case management includes assessment, planning, facilitation, care coordination, evaluation and advocacy with people experiencing homelessness. Staff work with individuals and families to address their comprehensive needs to help them exit homelessness and stay housed.

Homeless Prevention and/or Housing Problem Solving - Including Rent Relief/Assistance, Rent Stabilization, Tenant Landlord Mediation, etc.

Housing problem solving is a person-centered, strengths-based approach to support households in identifying choices and solutions to quickly end their housing crisis.

Interim (Transitional) Housing - is a short-term, dignified environment where community members can be housed and supported with services and case management. Navigation Center is a low-barrier, housing-focused shelter that provides comprehensive onsite services to support participants in exiting homelessness permanently.

Permanent Supportive Housing - provides long-term housing with intensive supportive services to persons with disabilities. These programs typically target people with extensive experiences of homelessness and multiple vulnerabilities and needs who would not be able to retain housing without significant support.

Rapid Rehousing Services - provides rental housing subsidies and tailored supportive services for up to 24 months, with the goal of helping people to transition during that time period to more permanent housing. .

Safe Parking Programs - Temporary, safe locations to park for those living in a vehicle, usually combined with access to services to support a transition into more stable housing.

Seasonal Shelter - Community locations designed to provide respite to the unstably housed during seasonal heat and/or cold.

Year-Round Shelter - Homeless shelter operating 365 days a year.

APPENDIX E - GLOSSARY

Affordable housing describes as housing where the household pays no more than 30% of their gross income for housing costs, including utilities.

Area Median Income is defined by the United States Department of Housing and Urban Development as the midpoint of a specific area's income distribution and is calculated on an annual basis by the Department of Housing and Urban Development.

Basic services describe the fundamental necessities that people need to survive, such as food, water, hygiene.

Behavioral health describes the connection between a person's behaviors and the health and well-being of the body and mind.³⁸

Below-market-rent is a rental rate that is lower than the market rate, which is the amount a landlord can reasonably expect to receive for a tenancy. Market rent is based on the value of the unit in the market similar to the rent charged for similar properties in similar areas. Below market rent can be based on a percentage of the area's median income, and tenants may need to meet certain income requirements to live there.

California Department of Housing and Community Development helps to provide stable, safe homes affordable to veterans, seniors, young families, farm workers, people with disabilities, and individuals and families experiencing homelessness.

California Interagency Council on Homelessness

oversee the implementation of Housing First policies, guidelines, and regulations to reduce the prevalence and duration of homelessness in California.

Case management includes assessment, planning, facilitation, care coordination, evaluation and advocacy with people experiencing homelessness. Staff work with individuals and families to address their comprehensive needs to help them exit homelessness and stay housed.

Chronically homeless describes a person has been homeless for at least a year, either 12 months consecutively or over the course of at least 4 separate occasions in the past 3 years. To be chronically homeless, the individual or head of household must also have a disability.

City-affiliated described the zip code of last permanent address and/or is determined based on a client's self-reported data from the following four city affiliation questions:

- In which city do you spend most of your time?
- Which city did you live in prior to becoming homeless?
- If you are employed, in which city is your work place?
- If you (or your children) go to school, in which city is your school?

³⁸ CDC, The Critical Need for a Population Health Approach: Addressing the Nation's Behavioral Health During the COVID-19 Pandemic and Beyond. Available at: https://www.cdc.gov/pcd/issues/2020/20_0261.htm

Community Development Block Grant supports community development activities to build stronger and more resilient communities. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, and homeowner assistance.

Community Stabilization and Fair Rent Act is a voter-approved measure from 2016 that seeks to stabilize the community by reducing rental housing turnover in certain rental units. Its three main goals are to a. stabilize rents; b. provide eviction protections; and c. ensure a fair rate of return on investments for landlords.

Continuum of Care (CoC) is the group organized to carry out the responsibilities prescribed in the Continuum of Care Program Interim Rule³⁹ for a defined geographic area. A Continuum of Care is composed of representatives of organizations including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons. Responsibilities of a Continuum of Care include operating the Continuum of Care, designating and operating a Homeless Management Information System, planning for the Continuum of Care (including coordinating the implementation of a housing and service system within its geographic area that meets the needs of the individuals and families who experience homelessness there), and designing and implementing the process associated with applying for Continuum of Care Program funds.

Continuum of Care Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

Continuum of Care Program Interim Rule focuses on regulatory implementation of the Continuum of Care Program, including the Continuum of Care planning process. The Continuum of Care Program was created through the McKinney-Vento Homeless Assistance Act as amended by the HEARTH Act of 2009.⁴⁰

Coordinated Entry provides a centralized approach to connect the region's most vulnerable homeless residents to housing through a single community-wide assessment tool and program matching system.

Cost burden is the ratio of housing costs to household income. For renters, housing cost is gross rent (contract rent plus utilities). For owners, housing cost is "select monthly owner costs," which includes mortgage payment, utilities, association fees, insurance, and real estate taxes. A household is **cost-burdened** when it spends more than 30% of its income on rent and utilities and **severely cost-burdened** when it spends more than 50% of its income on these expenses.

³⁹ Continuum of Care Interim Rule, <https://www.hudexchange.info/resource/2033/heard-coc-program-interim-rule/>

⁴⁰ Ibid

County of Santa Clara’s Homelessness Prevention System provides assistance to low-income families or individuals who are at risk of losing their housing, including a. temporary financial assistance; b. legal support; and c. case management and other services.

County of Santa Clara’s Housing Problem-Solving Initiative is a person-centered, strengths-based approach to support households in identifying choices and solutions to quickly end their housing crisis. It supports people through creative problem-solving conversations and resource connections to quickly secure permanent or temporary housing by encouraging creative, safe housing options that meet their unique needs.

County of Santa Clara Office of Supportive Housing is a County office whose mission is to increase the supply of housing and supportive housing that is affordable and available to extremely low-income and /or special needs households. The Office of Supportive Housing supports the County mission of promoting a healthy, safe, and prosperous community by ending and preventing homelessness.

County of Santa Clara Supportive Housing System is a coordinated, collaborative system of services provided by regional partners dedicated to ending and preventing homelessness in Santa Clara County. These programs include homelessness prevention, outreach, coordinated entry, housing problem solving, the Here4You Call Center, emergency sheltering, emergency interim housing, transitional housing, rapid rehousing, and permanent supportive housing.

Crisis Intervention provides temporary places for people to stay while they access other services (including behavioral health services) and seek more permanent housing solutions.

Destination: Home is a regional public-private partnership committed to ending homelessness in Silicon Valley, and is a supporting organization under the umbrella of the Silicon Valley Community Foundation.

Emergency Assistance Network is a group of agencies in Santa Clara County that provide a variety of services to prevent homelessness, utility disconnections, and hunger.

Emergency sheltering offers a temporary, short-term place to stay for unhoused individuals and families.

Extremely low-income is defined under the Housing and Urban Development Act of 1937, as families (including single persons) whose incomes do not exceed 30% of the median income for the area.

Federal Consolidated Plan is a five-year plan that helps states and local jurisdictions assess and address their community development and affordable housing needs. The plan guides the City’s investment for using Community Development Block Grant and HOME funding.

Federal poverty guidelines are issued each year by the federal Department of Health and Human Services. The guidelines are a simplification of the federal poverty thresholds and are used to determine financial eligibility for certain federal programs.

Flexible funds have increasingly been permitted and encouraged as an allowable expense by federal, state, and County funders. Flexible funds can be used for different purposes. They can pay for costs that will result in an immediate solution of a housing crisis. They can bridge the gap while permanent housing is secured. They can cover household needs that will help people keep their housing. Flexible funding can be used to purchase grocery cards, gas cards, certificates or licenses to work, car repair, furniture, pest extermination, storage, essential minor repairs to make living space more habitable, transportation vouchers/passes, costs for birth certificates or other documents, bus or train tickets, shipping belongings, housing application fees, credit checks, rental deposits, past due rent, one-month rent on new units, utility deposit, and/or utility payments.

Functional Zero is a term that is often used for specific subpopulations, i.e. veterans. It refers to when the number of people experiencing homelessness at any time does not exceed the community's proven record of housing at least that many people in a month.⁴¹

General Fund is a government fund that finances the daily and long-term operations of a government and is used to budget for programs not specifically designated to be accounted for by any other fund. The primary sources in a city are fees, fines, taxes, and other undesignated resources.

General Non-Operating Funds are funds that are not related to recurring annual activities.

General Fund Public Services Grants are grants available to public service agencies and community-based organizations to provide funding for needed and valuable services to vulnerable populations. The grants are funded from the City's General Fund.

Here4You Call Center is a hotline that centralizes referrals to temporary housing programs and serves singles, couples, and families in Santa Clara County. Here4You can help match people to emergency shelter and provide transportation to the shelter; direct people seeking rental assistance to the Homelessness Prevention System; and make referrals to other community resources.

HOME is the Home Investment Partnership Program, funded by the U.S. Department of Housing and Urban Development, which provides funding exclusively for affordable housing activities benefitting low income households.

Homeless is defined as "homeless" by the U.S. Department of Housing and Urban Development in four categories:

1. individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who resided in an emergency shelter or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided;
2. individuals and families who will imminently lose their primary nighttime residence;
3. unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition; and
4. individuals and families who are fleeing, or are 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.

⁴¹ [Functional Zero: A Definition for Ending Homelessness for a Population](#), Community Solutions.

Homeless Management Information System is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

Homeless system of care is another way of describing the Continuum of Care and the network of partners who come together to work to support people experiencing homelessness or at risk of homelessness.

Homelessness prevention refers to services aimed at supporting unstably housed individuals and households to remain housed.

Homelessness Prevention System (see **County of Santa Clara’s Homelessness Prevention System**)

Housing Problem Solving Initiative (see **County of Santa Clara’s Housing Problem Solving Initiative**)

Housing and Urban Development, HUD is the federal agency responsible for national policy and programs that address housing needs, improve and develop communities, and enforce fair housing laws.

Housing Choice Vouchers, formerly known as the Section 8 program, are long-term rental subsidies funded by HUD and administered by Public Housing Authorities that can be used to help pay for rent.

Housing Element is the City’s plan to meet the housing needs of everyone in the community and is incorporated into the City’s General Plan, or blueprint for how the city will grow and develop. *Housing Element Updates* are required every five years by the California Department of Housing and Community Development to guide the creation of housing policy in the City of Mountain View.

Housing First is a national, evidenced-based best practice that eliminates barriers to housing, ensuring individuals and families can exit homelessness as quickly as possible. Housing First is an approach to quickly and successfully connect households experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered on a voluntary basis to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.⁴²

Housing problem solving is a person-centered, housing-focused approach to quickly resolve housing crises by exploring creative, safe, and cost-effective alternatives to literal homelessness.

Interim housing is a short-term, dignified environment where community members can be housed and supported with services and case management.

Limited Period funds are one-time funds.

Low-income is defined under the Housing and Urban Development Act of 1937, as “families (including single persons) whose incomes do not exceed 80% of the median income for the area.”

McKinney-Vento Act is a federal statute that has a more expansive definition of homelessness than the HUD definition. The Act requires schools to track students experiencing homelessness. For public education programs up through high school, homelessness includes people experiencing homelessness under the HUD definition, but also includes youth who are couch surfing or doubled-up (e.g., with multiple families sharing the same space).

⁴² *What Housing First Really Means*, National Alliance to End Homelessness (NAEH), <https://endhomelessness.org/what-housing-first-really-means/>

Measure A Affordable Housing Bond is a countywide Measure that voters approved in 2016 dedicating \$950 million toward affordable housing. The housing bond provides the County of Santa Clara 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.

Memorandum of Understanding is an agreement between two or more parties that outlines, in a formal document, their intentions. It is not necessarily legally binding.

Mobile Crisis Response Team provides crisis screening by telephone, assessment and in-field intervention and referral to other supportive services. Behavioral health clinicians, usually accompanied by law enforcement liaisons for on-the-scene safety, serve as the primary responder to callers experiencing a mental health crisis.

Mobile Home Rent Stabilization Ordinance was adopted by the City of Mountain View in 2021 to protect mobile home residents from unreasonable rent increases, while at the same time protecting the rights of park owners and mobile home landlords to receive a fair return on their property and rental income sufficient to cover increases in the costs of operating the Park. The ordinance also provides just cause eviction protections for mobile home renters.

Navigation Center is a low-barrier, housing-focused shelter that provides comprehensive onsite services to support participants in exiting homelessness permanently.

Outreach is a process that involves connecting people experiencing homelessness with services and resources to meet their needs. It involves building relationships, providing services, facilitating access, and providing information.

People with lived experience is a term used to refer to people who have lived through the experience of homelessness and have first-hand knowledge of what it feels like to live unsheltered and/or to move through the homeless system of care.

Point-in-Time Count is a biennial process required of Continuums of Care by the United States Department of Housing and Urban Development to count the number of people experiencing homelessness on a single night in January. The Point-in-Time count provides a snapshot of data available on the size and characteristics of the homeless population in a Continuum of Care over time.

Permanent housing is housing for individuals and families who are income-eligible and need long-term support to stay housed. It includes subcategories of both permanent supportive housing and rapid rehousing.

Permanent supportive housing provides long-term housing with intensive supportive services to persons with disabilities. These programs typically target people with extensive experiences of homelessness and multiple vulnerabilities and needs who would not be able to retain housing without significant support.

Permanent Supportive Housing Program provides permanent housing units within Santa Clara County for leasing or rental assistance paired with supportive services to assist 20 households achieve housing stability. The City has a partnership with the County of Santa Clara for the program.

Prevention aims to stop homelessness before it starts by providing financial assistance and services to prevent families and individuals from losing their housing. Assistance may be one-time or for a short period. Supportive services may be provided in addition to financial assistance, or households might be connected to other resources in the community.

Rapid rehousing provides rental housing subsidies and tailored supportive services for up to 24 months, with the goal of helping people to transition during that time period to more permanent housing.

Regional Housing Needs Allocation is the state-mandated process that determines the number and affordability of new homes that a local jurisdiction must plan for in an 8 year cycle in areas of California.

Rent Relief Program provided financial assistance to qualifying tenants impacted by COVID-19.

Safe parking is a free program that provides temporary, safe locations for eligible individuals and families living in vehicles to park, while connecting participants to supportive services that can help them transition to more stable housing and meet basic needs.

Santa Clara County Housing Authority's Housing Choice Voucher Program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments.

Sheltered, for purposes of the Point-in-Time Count, includes individuals and families living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals).

Street outreach provides information and connections to services for people living in places not meant for human habitation, such as in parks in cars, by rivers, or in encampments. It involves multi-disciplinary teams who engage with people experiencing homelessness who may be disconnected or alienated from services and supports that are offered at an agency.

Supportive services are services that are essential in helping individuals and families who are at risk of or experiencing homelessness achieve build a pathway to permanent housing. Supportive services include assistance applying for benefits, mental health and substance use services, outpatient health services, information and referral services, child care, education, life skills training, employment assistance and job training, housing search and counseling services, legal services, outreach services, transportation, food assistance, risk assessment and safety planning (particularly for individuals and families experiencing domestic violence), and case management services such as counseling, finding and coordinating services, and monitoring and evaluating progress in a program.

Transitional sheltering (See **Interim Housing**)

TRUST (Trusted Response Urgent Support Team)

is a Community Mobile Response pilot program designed to respond to people experiencing a mental health crisis or concern without involving law enforcement. The pilot is funded through a five-year Mental Health Services Act grant and operates in three geographic areas: San Jose, Gilroy, and North County (with a focus on Mountain View, Sunnyvale, and Santa Clara). TRUST is staffed by first-aid responders and community members who have experience in providing peer support and/or crisis intervention.

Unhoused refers to individuals experiencing homelessness.

Unsheltered, for purposes of the Point-in-Time Count, includes individuals and families with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground.

Unstably housed refers to housed individuals and families at imminent risk of homelessness.

Year-round shelter is open throughout the entire calendar year and offers a temporary, short-term place to stay for unhoused individuals and families.





City of
Mountain View

PATHWAYS TO HOUSING

HOMELESS RESPONSE STRATEGY
IMPLEMENTATION *and* EXPENDITURE PLAN

City of Mountain View
500 Castro St., Mountain View, CA 94041

Human Services Division
HumanServices@mountainview.gov
mountainview.gov/humanservices

Housing Department
Housing@mountainview.gov
mountainview.gov/Housing