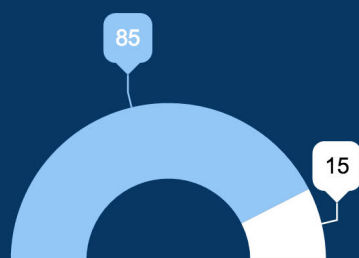




COMMUNITY PLAN TO END HOMELESSNESS IN SANTA CLARA COUNTY 2015 ANNUAL REPORT 2015-2020

The Community Plan to End Homelessness in Santa Clara County (the "Community Plan") creates a community-wide roadmap to ending homelessness over the next five years. The Annual Implementation Guide provides the "how" to the Plan's "what." Its Year One action items laid the groundwork for implementing three major strategies: (1) Disrupt and transform existing homeless response systems; (2) Build new and better solutions; and (3) Deploy the new solutions with a client-centered approach that matches the appropriate resources to individual needs.

During 2015, eight Key Stakeholders partnered to drive implementation forward. The 2015 Key Stakeholders include representatives from the City of San Jose ("CSJ"), the Housing Authority ("HACSC"), the Office of Supportive Housing ("OSH"), the Collaborative Applicant ("CA"), the Santa Clara Valley Water District ("SCVWD"), The Health Trust ("HT"), Destination: Home ("D:H"), and HomeFirst ("HF"). Following a community kickoff meeting in March, the Key Stakeholders convened on a quarterly basis to measure their progress building a homeless response infrastructure that is coordinated, cost-effective, data driven, and immediately responsive to the needs of the community's highest-cost and most vulnerable users of public services and systems.



OVERALL PROGRESS

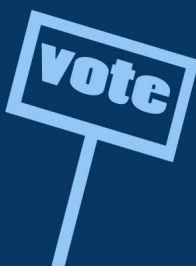
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This Annual Report represents the first of five annual inflection points between 2015 and 2020. It provides a public forum for the Key Stakeholders to reflect on the previous year's experiences and to share their progress with our community's robust network of homeless advocates and service providers. It also takes a bird's-eye view of the Key Stakeholders' efforts to ensure that individual experiences of homelessness in Santa Clara County are rare, brief, and non-recurring. The Annual Report illustrates the constellation of separate activities that will come together to form a safety net so that none of our community's most vulnerable individuals falls through the cracks.

As of December 31, 2015, the Key Stakeholders had leveraged existing partnerships to create new relationships across departments and jurisdictions, building the infrastructure for practical and wide-ranging problem-solving across the County. They designed a strategy to produce thousands of new units and housing vouchers, tested the strategy for long-term feasibility, and secured the support of the Board of Supervisors, which will proceed to explore funding mechanisms. Finally, the Key Stakeholders centralized the access point to housing and services for a client-centered service delivery model to meet the needs of every household.

1 DISRUPT SYSTEMS

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



COMMUNITY PLAN ENDORSEMENTS

D:H secured endorsements of the Community Plan from the Board of Supervisors, the Cities Association, HACSC, SCVWD, the Silicon Valley Leadership Group, FIRST 5, and several cities, including Campbell, Cupertino, Gilroy, Los Altos, Milpitas, Morgan Hill, Mountain View, San Jose, Santa Clara, Saratoga, and Sunnyvale.



REGIONAL HOUSING NEEDS ALLOCATION ("RHNA")

The Cities Association proposed a RHNA subregion as a focus priority for 2015. CSJ submitted a letter of interest, and several other cities expressed interest verbally. A RHNA subregion would coordinate affordable housing allocations regionally among cities, rather than siloing allocations city by city. The Cities Association recommended planning work for 2018.



COST STUDY

The Economic Roundtable, working with D:H, published "Home Not Found," a study assessing the public costs of homelessness at \$520 million per year based on an analysis of more than 25 million records from 2007 to 2012. The study found that the top 5% users of public systems generate 47% of public costs, indicating that a predictive tool could triage these users for services, dramatically reducing costs.



TRIAGE TOOL

The Silicon Valley Triage Tool, released in February 2016, is a direct result of the analytical legwork of "Home Not Found." It uses predictive factors from the study to target the highest-cost and most vulnerable users of public systems for permanent supportive housing, an effective and life-saving intervention that is extremely successful in housing the chronically homeless and significantly reducing the costs of the system's highest utilizers.



LANDLORDS

HACSC implemented a three-pronged strategy involving landlord education, outreach, and recognition of partnering landlords. Events hosted through the Responsible Landlord Initiative were well-attended.

The Housing Task Force proposed a Landlord Initiative to End Veteran Homelessness, spearheaded by OSH, D:H, HACSC, CSJ, and other municipal partners. The Housing Task Force proposed \$650,000 in funding for approval by the Board of Supervisors.



DEVELOPERS

The Board of Supervisors Approved the Supportive Housing Partnership in December 2014. Among other initiatives, the Key Stakeholders have used the Supportive Housing Partnership to build capacity among supportive housing developers with roundtables and networking opportunities. CSJ recruited panelists for five roundtables through January 2016. Presenters included: local government representatives; affordable housing developers; permanent supportive housing developers; investors and lender entities; and local nonprofit housing and services providers.



ENVIRONMENTAL IMPACTS

In 2015, SCVWD staff cleaned a cumulative total of 503 sites hosting environmental damage from homeless encampments. Clean-up produced 3,288 cubic yards and 710 tons of debris. Clean-up efforts included community engagement, outreach, and education in socioeconomically diverse neighborhoods along two different watersheds in Santa Clara County.

In January 2016, the SCVWD's Board approved an Ad Hoc Committee to consider the scope for future SCVWD activity on stable housing for the homeless, as distinct from homeless encampments.



COORDINATED ENTRY & DATA MANAGEMENT

OSH assumed the role of HMIS Lead and spearheaded the October 1st launch of the County's new coordinated entry system, with support from Bitfocus, the new HMIS database vendor. The Continuum of Care will assess and prioritize homeless residents under the new centralized system, proceeding in phases by housing type. The first phase, initiated in November, makes need-based referrals to permanent housing, including both permanent supportive housing and rapid rehousing programs. Trained service providers had assessed 500 individuals by February 2016, generating a queue for each housing type that will be used in real time to make local housing program placements.

THE ROAD AHEAD

Challenges and opportunities remain in the wake of these early successes. Community Plan endorsements from Los Altos, Milpitas, Mountain View, Palo Alto, Santa Clara, and Saratoga will set the stage for jurisdictional and interdepartmental collaboration countywide. The RHNA subregion will require sustained preparation and long-term thinking, as the pre-planning phase will commence in 2018 and the planning period will not begin until 2022. In the coordinated entry and data management context, affordable housing stock must keep pace with the community queue, so that individuals prioritized for housing may be placed as soon as possible.



2 BUILD THE SOLUTION

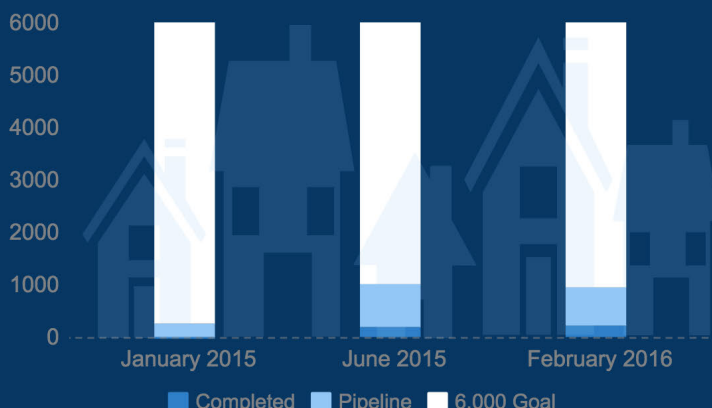
Secure the right amount of funding needed to provide housing and services to those who are homeless and those at risk of homelessness.



HOUSING TASK FORCE RECOMMENDATIONS APPROVED BY THE BOARD OF SUPERVISORS

In December 2015, the Board of Supervisors approved recommendations developed by the Housing Task Force, an entity created in February 2015 for creative problem solving on housing creation and potential funding mechanisms. The Board of Supervisors directed the Administration to assess existing funding and to poll voters to explore alternative funding mechanisms. The Housing Task Force's major recommendation comprises a Regional Supportive Housing Services & Development Fund (the "Fund"), designed to advance the Supportive Housing Network's regional coordination among cities and other public entities to make episodes of homelessness rare, brief, and non-recurring.

With a proposed \$64 million in regular annual allocations, the Fund would support robust, albeit gradual, supportive housing production over a 15- to 20-year period, with the goal of creating and sustaining 6,000 new permanent supportive housing opportunities. The \$64 million yearly allocation would support a development fund of \$20 million and \$44 million in sustained services for permanent housing and prevention programming. The Fund represents the Key Stakeholders' efforts to balance the unacceptable costs of homelessness, both in terms of human suffering and public resources, with the substantial housing production costs required to house the County's homeless population.



6,000 UNITS: THE PIPELINE

HomeBase designed a tracking protocol to monitor new housing units added to the County's homeless housing inventory over the five-year course of Community Plan implementation. The 2015 Housing Inventory Count ("HIC") identified 1,954 units, comprising the "zero" point for counting the 6,000 units planned for under the Community Plan. In the chart, "Pipeline" units are under development, whereas "Completed" units are certified or move-in ready. In the first month of Community Plan implementation, 256 units were added to the pipeline. Six months later, the pipeline totaled 817 units, and 191 new housing units had been created. As of February 2016, the pipeline decreased to 728, with a cumulative total of 218 units created over the course of 2015. The pipeline will fluctuate naturally as potential sites are identified and subsidies are awarded.

THE ROAD AHEAD

The Fund is based on concepts at the heart of the Homeless Task Force's Homeless Crisis Resolution, approved by the Board of Supervisors in January 2016. The resolution promotes housing as the key solution to the County's homelessness crisis – housing which will require the creation of new local funding sources, implemented across the County's fifteen cities. The resolution, and the Board of Supervisors' endorsement, calls on each of these fifteen cities to join the public conversation on alternative funding mechanisms for housing production and to collaborate regionally on an effective long-term solution. The beginning of that participation for each city is to adopt the homeless crisis resolution, as well as endorse the Community Plan.

3 SERVE THE PERSON

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



PERMANENT SUPPORTIVE HOUSING

The new coordinated entry system has deployed the Housing 1000 strategy of providing centralized, direct access to permanent supportive housing for all chronically homeless households. The OSH applied for \$650,000 in new federal funding to expand permanent supportive housing resources in the County.



RAPID RE-HOUSING

OSH also identified a complementary mix of funding sources to implement a rapid re-housing model. At the federal level, OSH applied for approximately \$1.8 million in new funding, and at the state level, the County received a CalWORKS grant plus a grant renewal. At the local level, the Board of Supervisors approved rapid re-housing funding in late 2015.



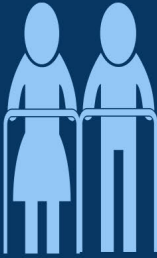
PREVENTION

In June 2015, Supervisor Simitian initiated a Budget Inventory Item addressing homelessness prevention and proposing sums of one-time and ongoing funding for distribution to the constellation of agencies comprising the Emergency Assistance Network ("EAN"). Efforts are underway to assess the EAN to ensure it is better coordinated and better resourced, to more fully harness its potential to prevent homelessness effectively across the County.



VETERANS

Inspired by the First Lady Michelle Obama's Mayors Challenge to End Veteran Homelessness, Mayor Sam Liccardo's November opinion piece endorsed D:H's All the Way Home Campaign, launched on Veterans Day 2015. This collaboration by CSJ, the County, HACSC, and D:H will expand the pool of landlords renting to homeless veterans, as well as increase veteran access to financial assistance.



PAY FOR SUCCESS!

Project Welcome Home is California's first Pay for Success project, initiated by the County in partnership with Abode Services in the heart of Santa Clara County. The project features \$6.9 million in up-front funding from eight lender entities, and Abode will provide community-based clinical services to administer a flexible array of permanent supportive housing options for chronically homeless clients.



TRANSITION-AGED YOUTH

Bill Wilson Center is developing a plan to end youth homelessness by 2020, understanding "youth and young-parent families" as a special population with unique needs and challenges. The agency plans a wide-ranging assessment of the at-risk youth community in the County in order to design housing and services interventions aimed at the specific risks faced by youth and young-parent families.

THE ROAD AHEAD

The Key Stakeholders balanced breadth with depth – the bigger picture with essential details – in order to identify resources supporting permanent housing program models for specific homeless populations, as well as preventative resources through the EAN. The County's chronically homeless population, as well as its veterans, youth, and young-parent families, will continue to be prioritized for client-centered housing and services options.

2016 PLANNING AHEAD

Build on lessons learned to deploy innovative, forward-thinking strategies for Year Two implementation.

The Key Stakeholders will expand their ranks in 2016 to welcome experienced and passionate experts and thought partners, including additional leaders active in the community. The 2016 Key Stakeholders look forward to building upon the momentum generated during 2015 to deepen the reach of the Community Plan to End Homelessness across all geographic areas of the County. Together, they will work to ensure that experiences of homelessness in our community are rare, brief, and non-recurring.

THE 2015 KEY STAKEHOLDER GROUP INCLUDES:

The Santa Clara County Continuum of Care
 Hilary Barroga, The Office of Supportive Housing
 Ray Bramson, The City of San Jose
 Julia Burkhead, The Housing Authority of the County of Santa Clara
 Chris Elias, the Santa Clara Valley Water District
 Katherine Harasz, The Housing Authority of the County of Santa Clara
 Ky Le, The Office of Supportive Housing
 Jennifer Loving, Destination: Home
 Jacky Morales-Ferrand, The City of San Jose
 Rachel Poplack, The Health Trust
 René Ramirez, HomeFirst
 Janbir Sandhu, HomeFirst



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

