

County of Santa Clara


Office of Supportive Housing

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DATE: September 30, 2019

TO: Honorable Members of the Board of Supervisors
Jeffrey V. Smith, County Executive

FROM: Ky Le, Director, Office of Supportive Housing ^{DS} 

SUBJECT: 2020-2025 Community Plan to End Homelessness

On April 29, 2019, the County of Santa Clara and the City of San José held a special joint meeting to discuss (1) collaborative efforts to reduce homelessness and (2) the process for updating the Community Plan to End Homelessness. The presentation provided elected officials and the general public with an overview of:

- a) Successes and progress made over the last five years resulting from intergovernmental, cross-sector collaboration, including enhancements to the supportive housing system;
- b) The causes of the housing and homelessness crises in the County and region that continue to exacerbate the problem; and
- c) The planning and community engagement process for the 2020-2025 update to the countywide *Community Plan to End Homelessness*.

The purpose of this memo is to provide further process details for Item c): the planning and community engagement process to update the countywide *Community Plan to End Homelessness*.

Background

Nearly five years ago, the County and other local elected bodies adopted the *Community Plan to End Homelessness in Santa Clara County (2015-2020)* (“Community Plan”), which was developed collaboratively by representatives of community-based service organizations, local government, philanthropy, business, healthcare, and people with lived experience. Since the plan’s adoption, partners have worked collectively to achieve several notable accomplishments, including:

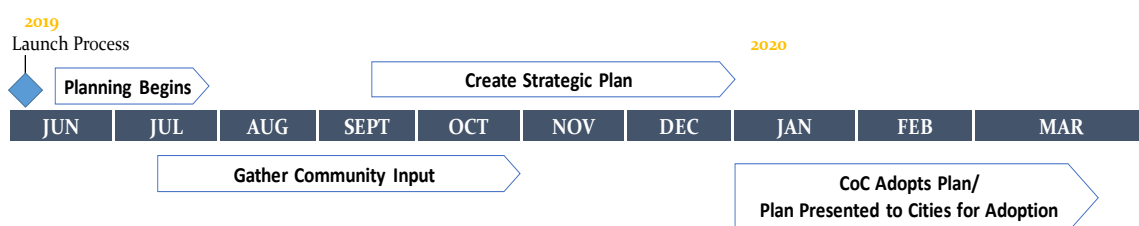
- The 2016 passage of Measure A, the \$950,000,000 affordable Housing Bond. After only two years of implementation, \$234,180,000 has been committed to build 1,437 new apartments and to renovate 484 apartments in 19 housing developments in Cupertino, Gilroy, Milpitas, Morgan Hill, San José, and the City of Santa Clara. In addition, the County has launched a \$25,000,000 first-time homebuyer program.

- From 2015 through 2018, programs in the Supportive Housing System helped 6,937 homeless households return to safe and permanent housing.
- As of July 2019, 841 families and individuals at imminent risk of homelessness were able to remain in their home or found a new home thanks to a two-year homelessness prevention system pilot facilitated by Destination: Home and funded with the combined resources of the Packard Foundation, Sunlight Giving, Google.org, the City of San José, the City of Santa Clara, the City of Morgan Hill, and the County of Santa Clara. The total funding raised for this program to date is \$20,200,000, of which 37% comes from the private sector. The program will continue with expanded capacity to serve 900 households per year over the next two years.
- In 2018, Cisco Systems made a \$50,000,000 commitment to Destination: Home to build extremely low-income and supportive housing in Santa Clara County, fund homelessness prevention programs such as employment training and rental assistance, improve the technology and data collection used by organizations helping homeless populations, and fund other promising practices.
- The City of San Jose set aside 45% of housing funding for Extremely Low-Income (ELI) housing.
- In 2018, Destination: Home created the Lived Experience Advisory Board (LEAB). LEAB is a leadership development body consisting of members with current or past experience of homelessness. Members use this platform to learn about and evaluate the system of care and to make recommendations for improvement.

As the timeframe for the most recent Community Plan nears, the Santa Clara County Continuum of Care (CoC) has embarked on a new community process to build the plan for the next five years. The CoC Board membership includes: Jacky Morales-Ferrand, City of San José Housing Department; Katherine Harasz, Santa Clara County Housing Authority; Jennifer Loving, Destination: Home Silicon Valley; Joel John Roberts, People Assisting the Homeless (PATH); Louis Chicoine, Abode Services, Jan Bernstein Chargin, Gilroy Compassion Center; and a County of Santa Clara position to be filled by Chief Operating Officer Miguel Márquez.

Updating the Community Plan – Strategic Planning and Community Engagement Process

The Santa Clara CoC, supported by HomeBase, a nonprofit organization dedicated to addressing homelessness and its root causes, began planning for a new five-year strategic plan to prevent and end homelessness in Santa Clara County over the summer of 2019. It is anticipated that community engagement and plan development will continue through early 2020 (see below).



The CoC is dedicated to developing a plan through an inclusive, community-based planning process and is structuring plan development to: a) involve a wide array of stakeholders, b) consider data on need and existing service performance, c) ensure alignment with existing efforts, and d) foster partnership formations and enhancements. The Community Plan Steering Committee, with support from Homebase and a working group, is developing strategies to address identified gaps, build on existing strengths, and leverage opportunities for cross-system collaboration to achieve collective impact. To accomplish this, the community engagement process is structured around three key pillars, the feedback of which will inform countywide strategies. The three-pillar framework includes:

I. Increasing the Capacity and Effectiveness of the Supportive Housing System

This includes increasing the reach, capacity, and performance of permanent housing interventions, as well as homelessness prevention programs, engaging cities, philanthropy, and the private sector in land use and affordable housing development.

II. Addressing the Root Causes of Homelessness through System and Policy Change

This includes strengthening safety net services, connecting people in the criminal justice system to housing resources, engaging cities, philanthropy, and the private sector to, among other things, increase access to living wage employment for all residents

III. Improving Quality of Life for Unsheltered Individuals and Creating Healthy Neighborhoods for All

This includes meeting the basic needs of people living in unsheltered conditions (including temporary housing programs), engaging cities, philanthropy, and the private sector in addressing community concerns regarding the impacts of unsheltered homelessness.

Advancing the Strategic Planning Process

A Community Plan Steering Committee, comprised of the CoC Board, a representative from the LEAB, and representation from the City of San José and the County of Santa Clara, is helping guide the vision and goals for the plan framework, as well as provide feedback on workplans and community engagement. To support the Steering Committee's vision and to help manage and implement the planning process, a Community Plan Working Group is meeting bi-monthly. The Working Group is made up of representatives from the County of Santa Clara, the City of San José, Destination: Home, non-profit service providers, and housing staff from the cities of Mountain View and Morgan Hill.

The following lead agencies support each pillar:

PILLAR I: Increasing the capacity and effectiveness of the supportive housing system

- Office of Supportive Housing (County of Santa Clara)

PILLAR II: Addressing the root causes of homelessness through system and policy change

- Overarching coordination: Destination:Home
- Safety net programs: Office of Supportive Housing and Office of the County Executive
- Housing and land use policy: City of San Jose Housing Department and Santa Clara County Housing Authority

PILLAR III: Improving quality of life for unsheltered individuals and creating healthy neighborhoods for all

- City of San Jose City Manager's Office
- Participation from other cities
- Support from County of Santa Clara Office of Supportive Housing

Community Engagement Opportunities in Fall 2019

The Community Plan's Steering Committee, Working Group, and Pillar Lead Agencies all recognize that robust community engagement is critical to ensuring diverse feedback, and to increase buy-in and investment in the plan. To that end, a multi-pronged community engagement strategy was developed and is currently underway. Community engagement opportunities are being facilitated by HomeBase, as well as by the Lead Agencies and include:

- Subject Matter Expert Stakeholder Meetings (held in August and September)
Topic Focus: Families, Single Adults, Youth/Young Adults
- Consumer and Community Engagement through Various Meetings and Focus Groups
Individuals with lived experience (including youth), neighborhood and business associations, local governments, and other stakeholders (September/October)
- Key Stakeholder Interviews (September/October)
Topic Focus: Lived Experience, Healthcare, Business, Philanthropy, Government, and Education
- Surveys to Solicit Consumer, Provider, and Community Member Feedback (October)
- Community Meetings in North, Central and South County (October)

Participation through all community engagement opportunities is essential to draft a comprehensive plan. The Office of Supportive Housing (OSH) is coordinating outreach for community engagement for the County, encouraging all interested community members to participate in one of the broad Community Forums. If residents are unable to participate in any of the forums, OSH will encourage participation in a survey format. The dates and locations for the community meetings are as follows, with flyers in English, Spanish, and Vietnamese attached:

South County Meeting

Wednesday, October 2nd

6:00 – 8:00 P.M.

Community Solutions, 9015 Murray Ave #100, Gilroy

Please register at: <http://southcountymeeting.eventbrite.com/>

Central County Meeting

Thursday, October 3rd

6:00 – 8:00 P.M.

Roosevelt Community Center, 901 E. Santa Clara St, San Jose

Please register at: <http://centralcountymeeting.eventbrite.com/>

North County Meeting

Thursday, October 10th

6:00 – 8:00 P.M.

Silicon Valley Community Foundation, 2440 W. El Camino Real #300, Mountain View

Please register at: <http://northcountymeeting.eventbrite.com/>

Cross-Departmental Collaboration to Address Root Causes of Homelessness

The Community Plan process dovetails with an initiative led by the Office of the County Executive and OSH to engage with County safety net and criminal justice departments to address root causes of homelessness. This Fall, staff are meeting with key leaders of these departments to discuss the Community Plan and how to deploy housing strategies in critical safety net and criminal justice systems with the goal of upstream prevention of homelessness. These strategies rely on cross-departmental communication and collaboration, and may include:

- a) Creating a better understanding of clients' housing needs by encouraging or requiring programs to collect and record data about housing status in the same manner;
- b) Reviewing housing stability outcomes to develop a comprehensive set of housing strategies for safety net programs;
- c) Identifying and implementing policy or procedural changes that would make housing strategies more effective and efficient; and
- d) Piloting new supportive housing strategies for identified sub-populations.

Private Sector Opportunities

The Community Plan also provides ample opportunities for the County and other governmental and nonprofit entities to partner with the private sector to address and prevent homelessness. The Steering Committee and Working Group have engaged with private sector partners as part of the planning process and hope to continue engaging the private sector in potential public-private partnerships going forward. Areas for potential collaboration include housing production, workforce development, living wage employment opportunities, and other efforts to address income inequality and other root causes of homelessness.

Next Steps

Following adoption of the new Community Plan by the CoC, the County of Santa Clara, the City of San José, and other cities across Santa Clara County, OSH and the Office of the County

Executive will implement and report back on specific workplans to ensure that this vital work is carried out across the County and within every affected County department.

Cc: Chief Board Aides
Miguel Márquez, Chief Operating Officer
James R. Williams, County Counsel
Megan Doyle, Clerk of the Board of Supervisors
Tiffany Parks, Assistant Clerk of the Board of Supervisors
Mary Ann Barrous, Agenda Review Administrator