The Community Plan to End Homelessness in Santa Clara County, 2015-2020, (the “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 27 Year One activities are designed to implement 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 resources to individual needs.

Eight Key Stakeholders have partnered to drive these activities forward: 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"). At a community kickoff meeting on March 10th, the Key Stakeholders described their Quarter One efforts to build the coalitions and develop the networks to reorganize the existing homeless response structures into a coordinated, data-driven infrastructure. At subsequent quarterly meetings, the Key Stakeholders have met to review their overall progress towards Year One implementation, and to strategize at a high-level about how to deal with challenges and work around barriers and delays.

The mid-year point represents an important milestone in Year One implementation and an opportunity for Key Stakeholders to share their experiences and progress with the community. Overall, the Key Stakeholders have forged cross-jurisdictional, cross-departmental partnerships generating the ongoing conversation and coordination that is absolutely critical to disrupting and reimagining the County’s existing homeless response infrastructure. The Key Stakeholders have also engaged research and thought partners to provide analysis and assessment of public costs, facility assets, surplus lands, feasibility of housing development, and food access. The big picture, key ingredients for 100% Year One outcomes and strategic Year Two planning exist, but the Key Stakeholders face challenges and opportunities with respect to building the momentum to sustain progress not just through public- and nonprofit-sector leadership, but also with private- and philanthropic-sectors partnerships. Cross-jurisdictional leadership must also be strengthened to expand the center of momentum outwards from San Jose to northern and southern municipalities for a coordinated, targeted, and uniform regional effort to end and prevent homelessness.

1 DISRUPT SYSTEMS

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

JURISDICTIONAL COORDINATION

D:H secured endorsements of the Community Plan from the Board of Supervisors, the Cities Association, the HACSC, the SCVWD, San Jose, Morgan Hill, Campbell, and Gilroy.

The creation of a new Regional Housing Commission to coordinate public funding streams is being explored.

35%

INTERDEPARTMENTAL COORDINATION

A new Office of Data Oversight Management & Evaluation will better align public data systems to streamline the collection of homeless and housing data across public data systems. The OSH will work with each County department providing homeless housing and services to administer its programming in alignment with federal homeless data standards, local performance measurements, and Coordinated Entry requirements.

50%
**COST STUDY**
The Economic Roundtable, working with D.H, issued a Cost Study entitled “Home Not Found” assessing the annual public costs of homelessness and profiling the highest-cost consumers of public services in the County.

A new triage tool will identify and serve 2,800 of these consumers.

**SURPLUS LANDS**
Consultants compiled a list of surplus lands within the County and a strategy for repurposing unused land to develop permanent supportive housing and extremely low-income housing.

**LANDLORDS**
The HACSC has outlined barriers to housing high-needs tenants and developed a three-pronged strategy involving education, outreach, and recognition.

The HACSC has conducted extensive education information sessions through the Responsible Landlord Initiative.

**ENVIRONMENTAL IMPACTS**
The CSJ’s Watershed Community Stewardship & Engagement Project is engaging the homeless in 24 trash cleanup events along Coyote Creek and Guadalupe River over the next year.

The “place-based” encampment-clearing model is being implemented in Campbell, Gilroy, and Sunnyvale.

**PHYSICAL ASSETS**
HomeBase produced the Homeless Service Facility Asset Study to evaluate the operations of emergency shelter and transitional housing in the County and analyze how these facilities are serving and addressing the needs of the homeless population.

Data was obtained from 14 providers managing 62 projects.

**FINANCIAL ASSETS**
HomeBase created a federal, state, and local funds tracking system to leverage the number of funding sources flowing into the County and its 15 municipalities.

**PERMANENT SUPPORTIVE HOUSING PROVIDERS**
The OSH created a new Supportive Housing Network and organized several meetings with representatives from the CSJ and the County, as well as the HT and the HACSC. The CSJ organized a stakeholder group comprising housing developers and property managers to produce tools for supportive housing developers. The CSJ also hosts subject-matter experts who present to the stakeholders on finance, tenant screening criteria, and other topical issues.

**COORDINATED ENTRY & DATA MANAGEMENT**
The OSH has assumed the role of HMIS Lead and spearheaded the engagement of Bitfocus, a new HMIS database vendor. Utilizing Clarity Human Services Software, the County is better positioned to collect and evaluate data on project and systems levels. The OSH has also led the Performance Management Work Group to develop community-wide performance measures to transform how community performance is evaluated.

**THE ROAD AHEAD**
As of August 2015, the Key Stakeholders have achieved several of the major objectives slated for completion before January 2016. The landmark Cost Study has provided foundational analysis for client triage and prioritization efforts, as well as robust argumentation for advancing the Housing Campaign to reduce homelessness as well as the substantial annual public costs it generates. At the same time, challenges and opportunities for creative problem-solving remain. For one, emergent leadership from the philanthropic community is limited. The Key Stakeholders, and particularly D.H, require a network of strong philanthropic partnerships to advance the goals slated for strategic resource allocation in Year One and beyond. Short-term, one-time successes -- such as the launch of California’s first Pay for Success project -- should be celebrated. But they should not overshadow the community’s need for long-term, committed leadership. Similarly, long-term leadership on employment is required to drive solutions for the homeless population. The Work2Future program has produced short-term progress but is not designed to sustain the community’s long-term needs.
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 FINANCE AND DEVELOPMENT PLAN FOR 6,000 PERMANENT HOUSING OPPORTUNITIES
D:H is preparing a Housing Finance and Development Plan which will outline strategies for creating a pipeline of 6,000 new permanent housing opportunities over the next five years for the County’s homeless residents. Broadly, the strategies build on three models responsive to community needs and priorities: new construction, leasing, and the Rapid Re-Housing Program model.

Drawing from the Cost Study and the Facility Asset Study, D:H has finalized a case statement for the Housing Campaign, a philanthropy initiative launched in May.

FEASIBILITY STUDY FOR HOUSING FINANCE AND DEVELOPMENT PLAN
D:H engaged philanthropy campaign consultants to build the Housing Campaign’s cabinet and infrastructure. Additionally, D:H has engaged consultants to prepare a Feasibility Study of the Housing Finance and Development Plan. Finally, D:H has presented an analysis of prospective costs to the D:H Leadership Board, which will engage in strategic decision-making to plan for 6,000 new housing opportunities over the five-year course of Community Plan implementation.

EXISTING & PIPELINE PERMANENT HOUSING OPPORTUNITIES
HomeBase evolved a tracking protocol for effectively monitoring the numbers of beds/units added to the pipeline with new construction, new voucher approvals for rental assistance units, and new subsidies administered under the Rapid Re-Housing Program. The Housing Inventory Count (“HIC”) conducted in January 2015 serves as the basis for the 1,954 unit baseline, which is the “zero” for purposes of counting the creation of 6,000 new permanent housing opportunities.

THE ROAD AHEAD
The pipeline of 6,000 new permanent housing opportunities is of paramount importance to the long-term success of Community Plan implementation efforts. The Housing Finance and Development Plan, together with the Feasibility Study for implementing it, comprise the core activities for the second major Year One strategy of “building the solution.” These core activities are designed to build out the infrastructure for supporting and sustaining a strong pipeline of 6,000 new housing opportunities over the long term. This is a slow-going process requiring robust planning and feasibility analysis, but it will ultimately lay a strong foundation for the Housing Campaign, a multi-stakeholder philanthropic initiative designed to galvanize long-term, stable resources supporting the creation of new housing for homeless residents of the County.

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 groups, targeting resources to the specific individual or household.

HOUSING 1000
The OSH has assumed oversight of the Care Coordination Project and the new Coordinated Entry system to centralize a direct access point to housing and services for chronically homeless households.

CALWORKS
The County received a state CalWORKS grant plus a grant renewal, and County stakeholders will work towards identifying supplemental resources to implement the Rapid Re-Housing Program.
The Key Stakeholders have driven these and other activities forward to substantially advance the progress of Year One implementation of the Community Plan. Financial resources have been identified and designated for client-centered programmatic efforts, and strategic planning initiatives have analyzed the needs of special populations, including veterans, TAY, and survivors of both domestic violence and human trafficking. However, challenges and opportunities for creative problem-solving remain, particularly with respect to coordinating the deployment of client-centered strategies across the northern and southern regions of the County, and identifying the right leadership to spearhead those coordination efforts not just during Year One, but also in the long term.

2016 PLANNING AHEAD
Build on lessons learned to deploy innovative, forward-thinking strategies for Year Two implementation.

As we round the corner into the third quarter of Year One, the Key Stakeholders will start channeling their planning efforts towards the development of an Annual Implementation Guide for Year Two. The priorities for Year Two will emerge naturally from the gaps and obstacles identified during the course of Year One implementation. Currently, we anticipate the Key Stakeholders to focus on recruiting strategic partners from the private and nonprofit sectors to fill critical leadership gaps related to philanthropic engagement and employment programming for homeless adults. Year One progress represents a tremendous effort driven by the public sector and key nonprofit partners to reimagine the Santa Clara County homeless response system. Year Two implementation depends on forging cross-jurisdictional, cross-sector partnerships in a uniform regional push to prevent and end homelessness for the community’s most vulnerable residents.

THE 2015 KEY STAKEHOLDER GROUP INCLUDES:

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Janbir Sandhu, HomeFirst

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