ENDING HOMELESSNESS

The State of the Supportive Housing System in Santa Clara County | 2017
Executive Summary
LETTER FROM THE COUNTY

EXECUTIVE

In Santa Clara County’s current housing crisis, safe and affordable housing is out of reach for many, especially those with the fewest resources, including the elderly and persons with a disabling condition. As a result, thousands of individuals and families experience homelessness in our county each year. The County, in collaboration with our city, nonprofit, business, and philanthropic partners, is dedicated to making homelessness rare, brief, and non-recurring for residents. The first of ten annual reports, this document highlights countywide efforts to prevent homelessness before it occurs, strengthen the supportive housing system to better serve those with the highest needs, and increase the community’s stock of affordable housing.

As demonstrated in the following pages, our community has made significant progress toward the goals we set in 2015 when we collectively developed and committed to the Santa Clara County Community Plan to End Homelessness. Collaboration is essential to reaching our community goals; we must continue to build upon the strong partnerships that have been critical to our successes thus far.

We thank Destination: Home for its leadership in generating financial and community support for programs serving homeless individuals and families. We thank the City of San José for its commitment to funding both the development of supportive housing and services to support those most in need, highlighted by their multi-million dollar investment in Second Street Studios, the largest permanent supportive housing development in our county to date. We thank the Santa Clara County Housing Authority for its commitment of housing subsidies dedicated to supportive housing for residents. The first of ten annual reports, this document highlights countywide efforts to prevent homelessness and, countless more on the edge.

Data shows that for most, homelessness will be a brief and one-time occurrence, but for some it can last for years or become a repeating cycle. Often individuals who are homeless for longer periods of time make frequent use of emergency medical and psychiatric care, or get caught up in the justice system, resulting in high cost to the public. Home Not Found, a study of the cost of homelessness in Santa Clara County, reported that the County and service providers spend more than $520 million per year on such services.

In 2015, the community came together to create a roadmap to guide their efforts to end homelessness. Coordinated by the County of Santa Clara Office of Supportive Housing and nonprofit partner Destination: Home, the resulting Community Plan to End Homelessness set an ambitious goal of 6,000 new housing opportunities, and identified strategies to help the community achieve this shared vision. The community efforts to date represent significant progress toward these goals.

Sincerely,
Jeffrey V. Smith, M.D., J.D.
County Executive Officer
County of Santa Clara

Miguel Marquez, M.P.P., J.D.
Chief Operating Officer
County of Santa Clara

EXECUTIVE SUMMARY

Each night, thousands of Santa Clara County residents face homelessness. Families with children, seniors, individuals with disabilities, veterans, and youth are all represented in the county’s diverse homeless population, with nearly three-quarters going unsheltered – sleeping outside, in cars, or other places not meant for human habitation. Despite the prosperity associated with the region, a lack of affordable housing development and difficulty finding living-wage employment in Santa Clara County has resulted in many economically vulnerable households falling into homelessness, and countless more on the edge.

Building Affordable Housing

Responding to the high level of need for affordable housing and the desire to efficiently utilize scarce resources, the County has prioritized funding and development of housing for residents experiencing homelessness and extremely low-income households. Creating affordable housing for these priority populations requires substantial cooperation between the County of Santa Clara, its many agencies, and a range of municipal, nonprofit, philanthropic, and community partners. Key examples of the collaboration necessary to stably house the county’s most vulnerable residents include:

• Second Street Studios, an innovative partnership between the County, the City of San José, and the Santa Clara County Housing Authority will result in a new service-enriched apartment community in September 2018. The development will improve the health and housing stability of 134 disabled individuals who have experienced long-periods of homelessness.

• 2016 Measure A, the recently passed $950 million Affordable Housing Bond, will help to fill some but not nearly all of this need, by providing funding for approximately 4,800 units of affordable housing. The County has approved funding for six developments with housing designated for households exiting homelessness, and is working to support more than 100 additional developments over the next ten years.

Cost of providing services to homeless residents in Santa Clara County

<table>
<thead>
<tr>
<th>Cost of providing services to homeless residents in Santa Clara County</th>
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</thead>
<tbody>
<tr>
<td>7,394 Homeless in Santa Clara County,</td>
</tr>
<tr>
<td>Unsheltered</td>
</tr>
<tr>
<td>39 people per 10,000 residents are homeless</td>
</tr>
<tr>
<td>$520 Million/year</td>
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<tr>
<td>13% Social Services (primarily job training)</td>
</tr>
<tr>
<td>34% Justice System (primarily jail costs)</td>
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1 The universe for this measure (1,681 clients) includes all clients served in a permanent supportive housing program who were housed at least 12 months prior to the end of 2017. The universe is significantly lower than the total system capacity (2,846 households) because it does not include all clients served.

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**Santa Clara County’s Supportive Housing System**

Affordable housing is a critical tool of the supportive housing system in Santa Clara County, but it must be complemented by individualized services to help clients maintain stable housing and rigorous data evaluation to improve outcomes for families and individuals experiencing homelessness. Santa Clara County’s supportive housing system provides a continuum of programs and services to meet the needs of the community’s most vulnerable residents, including:

- **Homelessness prevention programs** help individuals and families on the verge of homelessness to remain housed and avoid extended shelter or transitional housing stays.
- **Targeted outreach programs** engage with people experiencing homelessness, especially the more than 5,000 county residents living in vehicles, encampments, and other public spaces.
- **Emergency shelters** provide a temporary place to stay, access to services, and other basic needs, for up to 1,146 people across the county each night.
- **Transitional housing programs** offer time-limited housing and services for up to 610 households at a time and are well-suited for populations such as youth or survivors of domestic violence, who may benefit from increased social supports and intensive onsite services.
- **Rapid Rehousing programs**, with a capacity to serve 619 households at a time, quickly move families and individuals into housing and provide financial assistance and services to help households stabilize, increase income, and eventually take over the cost of their rent. Of clients leaving the program in 2017, 72% had obtained permanent housing.

### Obtained Permanent Housing

- 72% were in permanent housing

(884 of 1,232) of clients who exited rapid rehousing programs in 2017

### Permanent Housing Retention

- 90% remained stably housed for at least 12 months

(1,205 of 1,343) of clients housed in PSH between July 2011 and the end of 2016

**Innovative — and Cost Effective — Housing Programs**

Though the County offers an array of programs and services, current capacity cannot meet the need of the county’s significant homeless population. To efficiently utilize the limited resources available to assist individuals and families experiencing homelessness, the County seeks to target housing resources and close service gaps for its most vulnerable residents. Programs and strategies implemented by the Office of Supportive Housing and its partners include:

- **Re-envisioning the Community’s Approach to Preventing Homelessness** — The Homelessness Prevention System Pilot brings together a network of community partners to provide flexible financial assistance and resources for households in crisis, targeting support to families and individuals most at risk of losing their housing and preventing them from entering the homeless system.
- **Facilitating Public Safety and Justice Housing Services** — County programs enhance public safety by helping homeless individuals overcome past criminal history and find safe and stable housing upon release, allowing them to reintegrate and contribute to the community.
- **Supporting Housing Stability to Promote Family Reunification** — The Bringing Families Home program, a collaboration between the Office of Supportive Housing and the Social Services Agency’s Department of Family and Children Services, helps families involved in the child welfare system to attain housing stability and reunify.

These innovative programs, and many others that have been implemented or are in development, demonstrate the County of Santa Clara and its partners’ commitment to working strategically and collaboratively to ensure that homelessness is rare, brief, and non-recurring. To achieve the collective goal of 6,000 new housing opportunities for individuals and families experiencing homelessness, the community must shift from relying on the private market to building enough affordable housing to meet the need in Santa Clara County. The Office of Supportive Housing is a leader in this movement, working across the region in a successful Collective Impact framework, as no one entity can address the issues of homelessness and poverty alone. As the many initiatives already in progress show, a community-wide effort to end homelessness requires the cooperation and collaboration of a range of stakeholders from our public/private sectors, including cities, state and county agencies, corporations, philanthropy and nonprofit partners.
Supportive Housing System Map

Homelessness Prevention
- Helps individuals and families who are about to lose their housing to remain housed where they are or move to new permanent housing
- Acts as an access point to the Coordinated Assessment System

Outreach
- Engages with people experiencing homelessness on the street, in parks and other public spaces, and in vehicles
- Acts as an access point for the Coordinated Assessment System and for emergency shelter
- Locates people in the Coordinated Assessment System who have been referred to a housing program

Emergency Shelter
- Provides a safe place to sleep for people experiencing homelessness
- Provides meals, showers, other basic needs, and connections to other community resources
- Acts as an access point to the Coordinated Assessment System

Permanent Supportive Housing
- Helps individuals and families with disabilities maintain permanent housing through long-term rental subsidies, connections to medical and behavioral health care, and other services

Coordinated Assessment System
- Acts as a front door to the community’s housing resources
- Matches people experiencing homelessness to the community’s transitional housing, rapid rehousing, and permanent supportive housing programs

Rapid Rehousing
- Provides supportive services and financial assistance to people experiencing homelessness
- Helps individuals and families obtain permanent housing and increase income so that they can remain housed independently

Supportive Housing System Map

Second Street Studios: A First-Rate Collaboration in Building Supportive Housing

“The design is very conducive to meeting people,” said Michael Santero, Director of Asset Management at First Community Housing. “We want the space to be an asset to the client. We’re doing everything we can to keep them housed and engaged in services.”
Strong Commitment Builds Strong Communities

Like any successful partnership, the Second Street Studios project has required significant commitment and buy-in from all involved: the City of San José committed over $14 million in funding for the project; First Community Housing joined the partnership because it is committed to building high-quality housing that meets the needs of the local community; the Santa Clara County Housing Authority will provide rental subsidies for all 134 units, allowing residents to stay as long as they have need; the County Office of Supportive Housing will provide ongoing funding for supportive services for clients; and, finally, Abode Services and the John Stewart Company have committed to locate staff on-site to provide wrap-around support to ensure that residents are able to maintain their housing.

Housing First, a Client-Centered Model that Works

At the center of Second Street Studios will be its future tenants — 134 chronically homeless individuals, a vulnerable subset of the homeless population who have a disability and have been living on the streets for a year or more. (See Appendix A for more information about chronic homelessness.) Studies show that stable housing is critical to successful outcomes for chronically homeless individuals, and the Office of Supportive Housing and its Second Street Studios partners have seen firsthand how supportive housing can positively impact clients.

Embracing a Housing First philosophy, which quickly places people in housing and then provides supportive services, Second Street Studios’ partners and services are focused on the stability and well-being of each client. From inception, Second Street Studios was envisioned as a safe, nurturing space for residents. The building was designed to minimize isolation while increasing opportunities for positive social interactions. There are shared community spaces, a green terrace for gardening, and a computer lab with free wireless internet. To foster a sense of community, Abode Services, with funding from the County, will offer client-centered programming and services focused on social interactions and celebrating successes. While moving into permanent housing may be a transition for the new residents, many of whom have lived on the streets for years, the project has been a transformational process for the community and the many partners involved.

“We look at this as a team, and we’re committed to providing an environment that ensures residents are receiving key supportive services,” said Kathleen Kiyabu, Director at John Stewart Companies. “This is hard work, probably the hardest job I’ve ever done. It’s a job that needs to be done, and it’s the right thing to do.”

2016 Measure A Affordable Housing Bond

In November of 2016, Santa Clara County voters approved a $950 million Affordable Housing Bond. The County of Santa Clara and its partners have moved quickly to utilize the bond funds, which are projected to fund 120 new affordable housing developments over ten years, including 4,800 new units dedicated to extremely low-income households and individuals, families exiting homelessness, and other underserved populations. A first round of funding has been approved for six developments, each of which includes supportive housing units dedicated to households exiting homelessness.

Villas on the Park

Location: San José
Construction Completion Target: December 1, 2019
Total Units: 84
PSH Units: 83
Housing Bond Funding: $7.2 million

The Veranda

Location: Cupertino
Construction Completion Target: May 1, 2019
Total Units: 19
PSH Units: 6
Housing Bond Funding: $1 million

The Veranda is a 19-unit affordable senior housing development on a vacant 0.57-acre site, located in Cupertino and developed by Charities Housing Development Corporation of Santa Clara County. Six apartments will be reserved as permanent supportive housing units for formerly homeless or special-needs seniors. Catholic Charities will provide a service coordinator for all residents on site, offering a range of supports including referrals and assistance to access community-based services, financial literacy workshops, and organized social activities.
Gateway Senior Apartments

Location:
Gilroy

Construction Completion Target:
November 23, 2019

Total Units:
75

PSH Units:
37

Housing Bond Funding:
$7.5 million

Gateway Senior Apartments is a 75-unit affordable senior housing complex on a 1.86-acre site, developed by Danco Communities. Half of the apartments will be reserved for special needs seniors and the remaining apartments for income-qualifying seniors. LifeSTEPS will provide a service coordinator, who will offer residents referrals and assistance to access community-based services, financial literacy workshops, and organized social activities.

Leigh Avenue Senior Apartments

Location:
San José

Construction Completion Target:
March 1, 2020

Total Units:
64

PSH Units:
63

Housing Bond Funding:
$13.5 million

Leigh Avenue Senior Apartments is a 64-unit affordable senior housing complex, developed by First Community Housing. The development is 100 percent supportive housing, with all apartments set aside to serve homeless and special-needs seniors. Christian Church Homes Senior Housing, an organization with over 50 years of experience managing service enriched affordable senior communities, will serve as the resident services provider.

Quetzal Gardens

Location:
San José

Construction Completion Target:
February 1, 2021

Total Units:
71

PSH Units:
24

Housing Bond Funding:
$9.83 million

Quetzal Gardens is a 71-unit affordable housing development, developed by Resources for Community Development (RCD). Twenty-four of the apartments will be set aside for chronically homeless individuals or families, and the remaining units will be allocated to residents who are considered extremely low income and low income. RCD will take the lead in providing services for the family apartments. The building’s service coordinator will offer individualized services to all residents and referrals to local community services.

The Crossings on Monterey

Location:
Morgan Hill

Construction Completion Target:
October 31, 2019

Total Units:
39

PSH Units:
20

Housing Bond Funding:
$5.8 million

The Crossings on Monterey is a three-story affordable housing development consisting of 39 affordable housing units in Morgan Hill being developed by Urban Housing Communities. Approximately 20 apartments will be reserved for chronically homeless and homeless individuals and families. Resident services will be provided by Central Valley Coalition for Affordable Housing, including referrals and assistance to access community-based services.