

Homelessness Policy Workshop

November 4, 2019

10:00 am – 3:00 pm

Sheraton Grand Sacramento Hotel

- I. (10:00-10:15) Introduction: Importance of Collaboration and Partnerships in Addressing Homelessness**
 - a. Virginia Bass, Humboldt County Fourth District Supervisor (CSAC President)
 - b. John Dunbar, Mayor, Yountville (League of California Cities President)

- II. (10:15-10:30) 2018 Homelessness Task Force Report**
 - a. Jan Arbuckle, Grass Valley Council Member
 - b. Oscar Villegas, Yolo County First District Supervisor

- III. (10:30-11:15) Homeless Coordinating and Financing Council**
 - a. Lahela Mattox, Director of Local Partnership Programs, Homeless Coordinating and Financing Council

- IV. (11:15-12:15) Santa Clara/San Jose Presentation**
 - a. Katherine Harasz, Executive Director, Santa Clara County Housing Authority
 - b. Ky Le, Director, Office of Supportive Housing, County of Santa Clara
 - c. David Low, Director of Policy and Communications, Destination: Home
 - d. Ragan Henninger, Deputy Director, Housing Department, City of San Jose

- V. (12:15-12:30) Sponsor Remarks: Kaiser Permanente and Anthem**

- VI. (12:30-1:30) Networking Lunch**

- VII. (1:30-2:30) San Bernardino: Innovative and Regional Programs that are Replicable in your Community**
 - a. Moderator: Philip Mangano, Chief Executive Officer, American Round Table to Abolish Homelessness
 - b. CaSonya Thomas, San Bernardino County Assistant Executive Officer, Human Services
 - c. Tom Hernandez, Chief Homeless Officer, San Bernardino County
 - d. Jeff Little, Chief Executive Officer, Inland Housing Solutions
 - e. Karyn Young-Lowe, President, LightHouse Social Services Center
 - f. Tod Lipka, President and Chief Executive Officer, Step Up
 - g. Sophie Smith, Deputy City Manager, City of Victorville
 - h. Jeanna Kendrick, Senior Director of Community Health, Inland Empire Health Plan
 - i. Josie Gonzales, San Bernardino County Fifth District Supervisor

- VIII. (2:30-3:00) Governor's Council of Regional Homeless Advisors**
 - a. Mark Ghaly, Secretary, Health and Human Services Agency
 - b. Mark Ridley-Thomas, Los Angeles County Second District Supervisor
 - c. Darrell Steinberg, Mayor, City of Sacramento



State of California
BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY



CALIFORNIA

HOMELESS COORDINATING AND FINANCING COUNCIL

CSAC-League of Cities
Homelessness Policy Workshop
November 4, 2019



AGENDA

- 1) Homeless Coordinating and Financing Council
- 2) Review of HEAP
- 3) Review of HHAP
- 4) HEAP Projects
- 5) Question and Answer



MISSION

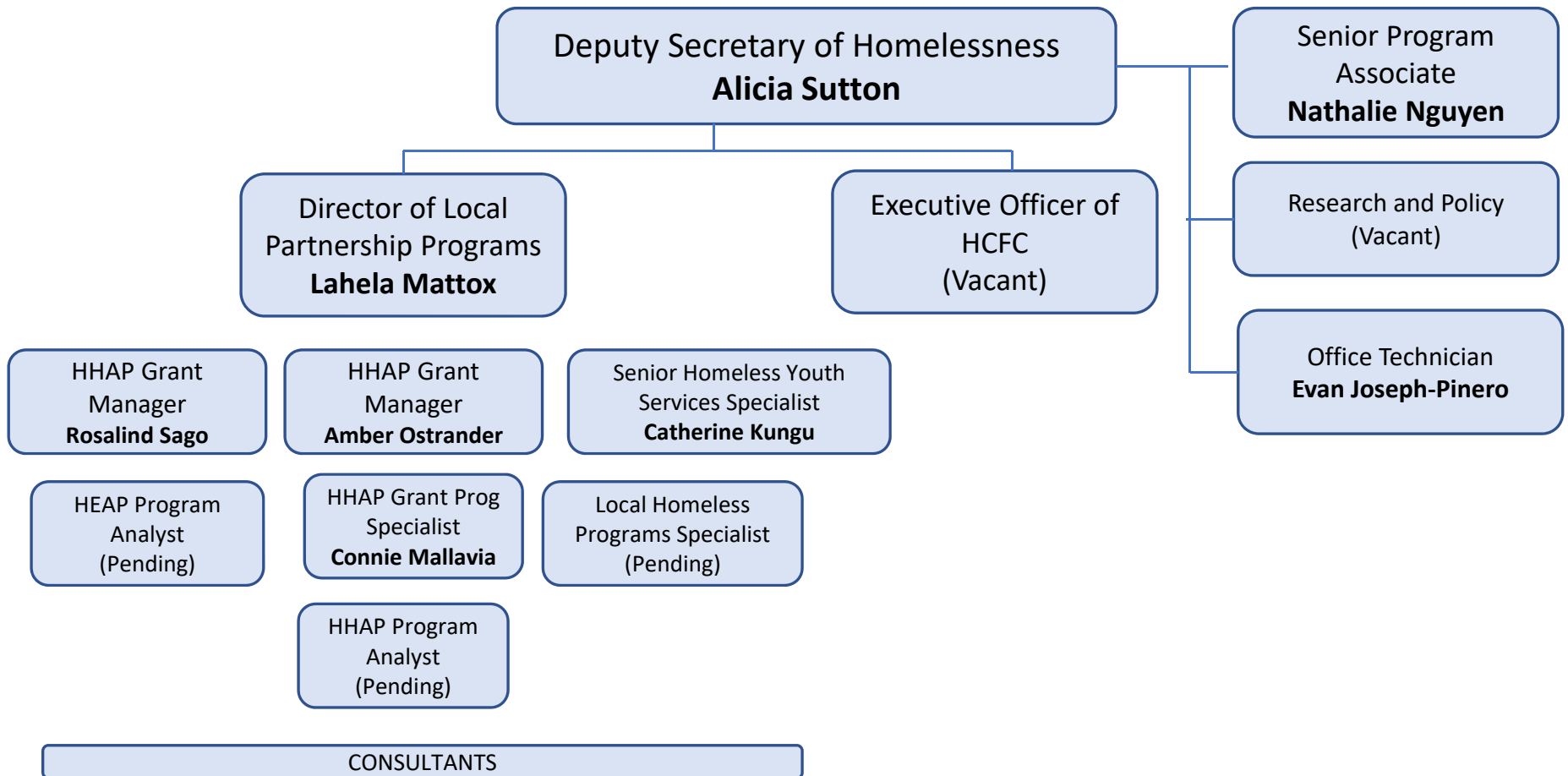
The Homeless Coordinating and Financing Council (HCFC) oversees the implementation of Housing First guidelines and regulations, and identify resources, benefits, and services to prevent and end homelessness in California.



HCFC

- HCFC was established by Senate Bill 1380 in 2016 and was created in 2017.
- The Council is comprised of up to nineteen members.
 - State agencies and departments with programs to address homelessness
 - Representatives of local governments
 - Community stakeholders
 - An adult and young adult with lived experience, who are residents of California
- The Council meets quarterly and Council members provide input and recommendations on strategies to achieve the Council's goals.
- An Interagency working group was established to support the work of the Council.
 - Meet twice a month
 - Provide input and support to the Council staff in achieving Council goals.

HCFC ORGANIZATIONAL CHART





HCFC PRIORITIES

- Implement Homeless Emergency Aid Program (HEAP)
- Implement Housing First Policy
- Implement SB 918-Homeless Youth Act
- Explore development of a state-level homeless data integration system.
- Facilitate coordination between state departments that have funding and programs to address homelessness.
- Initiative to develop a data-driven, evidence-based, high-level strategic plan for the state.
- Implement Homeless Housing, Assistance, and Prevention Program (HHAP)



HOMELESSNESS IN CALIFORNIA

- California continues to be **first** in the nation when it comes to the number of **people experiencing homelessness**.
- California - 25% of the Nation's homeless population, despite only making up 12% of the nation's population.
- California has the highest number of unaccompanied youth, veterans, and chronically homeless in the United States.
 - 54% of all unsheltered homeless unaccompanied youth
 - 50% of all unsheltered veterans
 - 49% of all unsheltered chronically homeless
- This landscape has not changed when we look at the 2019 Point-In-Time count preliminary data.



CALIFORNIA
HOMELESS COORDINATING
AND FINANCING COUNCIL

2019 Point-In-Time Count Preliminary Data

Changes in counts vary from region to region.

Explanations include but are not limited to:

- changes in methodology
- lower counts in previous years
- more volunteers in 2019
- displacement due to natural disasters

<https://www.bcsb.ca.gov/hcfc/>

California Continuums of Care: Comparison of 2017 and 2019 Homeless Counts

- CoCs with % of decrease in total persons between 2017 and 2019
- CoCs with % of increase in total persons between 2017 and 2019





STATE FUNDING 2018-19

- Budget included more than \$600 million in state homelessness funding focused on planning, prevention, and emergency aid.

STATE FUNDING	
Homeless Emergency Aid Program (HEAP)	Administered by Homeless Coordinating and Financing Council (HCFC)
California Emergency Solutions and Housing (CESH)	Administered by Housing and Community Development (HCD)
No Place Like Home (NPLH)	Administered by Housing and Community Development (HCD)

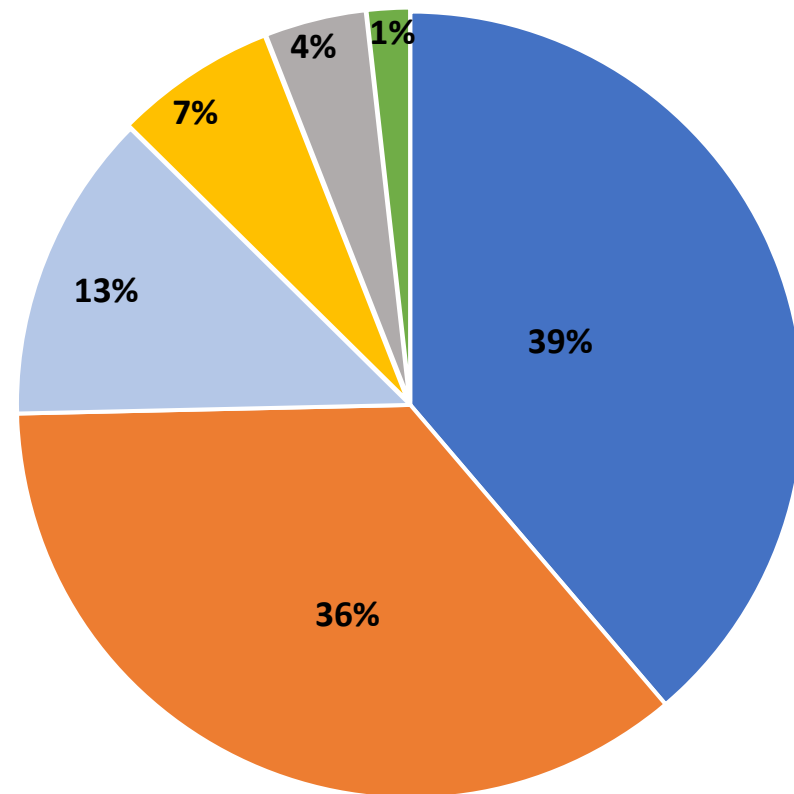


HEAP OVERVIEW

Program Overview	<ul style="list-style-type: none">• \$500 million one-time block grant• Intended to provide localities with funding to address their immediate homelessness challenges
Eligible Applicants	<ul style="list-style-type: none">• 43 Continuums of Care• 11 Largest Cities, with populations of 330,000 or more (as of January 2018)
Key Elements	<ul style="list-style-type: none">• Required a crisis shelter declaration• Required a demonstration of collaboration• Mandated that at least 5% of the allocation MUST be used to establish or expand programs to meet the needs of youth experiencing homelessness• Eligible applicants to determine how to expend funds• Eligible uses must align with Housing First Policy• 50% obligated by January 1, 2020• 100% fully expended by June 30, 2021• 100% of funds disbursed within 60 days of a completed application

STATEWIDE HEAP EXPENDITURES

- Services
- Capital Improvements
- Rental Assistance/Subsidies
- Homeless Youth Set-Aside
- Administrative
- Other (mobile hygiene, etc.)



Data as of 10/1/19



STATEWIDE HEAP EXPENDITURES

SERVICES 39%	CAPITAL IMPROVEMENT 36%	RENTAL ASSIST/ SUBSIDIES 13%	HOMELESS YOUTH MANDATE 7%	OTHER 1%
<ul style="list-style-type: none"> ▪ Prevention ▪ Rapid Rehousing ▪ Outreach ▪ Employment Programs ▪ Housing Navigators ▪ Landlord Mitigation ▪ Flexible Funding Pools 	<ul style="list-style-type: none"> ▪ Establish or expand Shelter, Navigation, Centers ▪ Renovations and repairs ▪ Community Cabins 	<ul style="list-style-type: none"> ▪ Permanent Supportive Housing ▪ Master Leasing ▪ Motel Voucher 	<ul style="list-style-type: none"> ▪ Host Homes ▪ Outreach ▪ Shelter ▪ Rapid Rehousing ▪ Employment Services 	<ul style="list-style-type: none"> ▪ Mobile Hygiene Services ▪ Safe Parking

HEAP LESSONS LEARNED

- **Lesson #1**

- The authorizing statute was clear in the major program structure, eligible applicants, and allocation formula provisions, but was flexible in areas like eligible uses.

- **Lesson #2**

- We deliberately set out to make the program as simple, transparent, and streamlined as possible.

- **Lesson #3**

- We recognized that establishing partnerships with the CoCs, large cities, and other partners was key.

- **Lesson #4**

- Providing ongoing support and technical assistance is critical.



STATE FUNDING-2019-20 BUDGET

- \$1.75 billion for housing and \$1 billion for homelessness to support local governments in developing an integrated approach to tackle their homelessness issues.
 - **Homeless Emergency Aid**
 - Health and Human Services
 - Student Rapid Rehousing



HHAP OVERVIEW

Program Overview	<ul style="list-style-type: none"> • One-time block grant established in 2019-20 Budget • Provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges.
Eligible Applicants	<ul style="list-style-type: none"> • 44 Continuums of Care • 13 Largest Cities, with populations of 300,000 or more (as of January 2019) • 58 Counties
Funding Allocations	<ul style="list-style-type: none"> • 190 million – Continuums of Care • 275 million – Large Cities • 175 million – Counties • Allocations are calculated based on each applicant’s proportionate share of the state’s homeless population based on the homeless point-in time count (PIT).



HHAP IMPORTANT DATES

HHAP TIMELINE	
October 2019	Program Guidance published
November 2019	Application Map and Instructions published
November-December 2019	Release of NOFA and Application **dependent upon the release of 2019 point-in-time count by US Housing and Urban Development**
February 15, 2020	HHAP Applications Due
April 1, 2020	All HHAP awards to be made
May 31, 2023	HHAP program funds must be contractually obligated **varies for counties, CoCs, and large cities**
June 30, 2025	HHAP program funds must be fully expended



HHAP NOTICES

- HCFC published two notices on October 7, 2019.
- **Notice to Request to Use 2017 Point-In-Time Count**

HSC § 50216(j) states that a jurisdiction may elect to use their 2017 PIT count, instead of their 2019 PIT count, if they can demonstrate all of the following:

 - 1) That a significant methodology change occurred between the 2017 and 2019 PIT counts;
 - 2) That the significant change in methodology was based on an attempt to more closely align the count with HUD best practices; and,
 - 3) That the change was undertaken in consultation with HUD representatives.
- **Notice of Intent to Redirect HHAP program allocation**

An eligible applicant will be allowed to redirect their HHAP program allocation to the CoC, large city (if applicable), or county that serves the same region it is connected to in lieu of directly applying for their program allocation.

Applicants have until February 15, 2020 to redirect their HHAP program allocation



HHAP PROGRAM GUIDANCE

- HCFC published the HHAP Program Guidance on October 30, 2019.
- The Program Guidance provides an overview of the HHAP grant program, including timelines with key milestones and program deliverables.
- The HHAP Program Guidance can be located on our website.



HHAP APPLICATION PROCESS

- The Notice of Funding Availability (NOFA) and Application will be released within 10 days of HUD publishing the final 2019 Point-In-Time Count.
- Consists of an on-line portal for eligible applicants to submit their application.
- Applicants will submit supporting required documents. Applications are not considered complete until all supporting documents have been reviewed and approved.
- Applications will be reviewed and approved on a rolling basis.
- Any funds not applied for and awarded by this date will be released for a second round NOFA on a date to be determined by Agency.



HHAP APPLICATION

Document	Description
HHAP Application Narrative	Applicants must submit the template provided by HCFC which includes a description of how the applicant will meet HS § 50219(a)(1-9).
Annual HHAP Budget	Applicants must submit an annual HHAP budget that includes how HHAP funds will be spent each year throughout the funding period. This budget should complement the elements requested in Section 5: Funding to Address Homelessness, of the HHAP application narrative.
Letters of Support	Letters from applicants in overlapping jurisdictions (i.e. CoC, large city, and/or county), acknowledging and agreeing to regional collaboration as described in the application.



HHAP APPLICATION (CONTINUED)

- HCFC will provide an application narrative template that applicants must use and submit as part of the application process.
 - Summary of Homelessness in the CoC, large city, or county;
 - Demonstration of regional coordination;
 - Resources Addressing Homelessness;
 - Partners Addressing Homelessness;
 - Funding to Address Homelessness;
 - Solutions to Address Homelessness, including measurable goals.



HHAP APPLICATION (CONTINUED)

- **Summary of homelessness:**
 - Eligible applicants shall use the HUD [Longitudinal System Assessment](#) (LSA) and provide a summary of the data on demographics and characteristics of the homeless populations in the jurisdiction.
 - The LSA provides a deeper understanding of who is homeless and how homelessness changes over time.
 - This information can be used to inform the public and help policymakers craft appropriate intervention strategies to prevent and end homelessness in the United States.
 - Large city and county applicants may also include additional information and data that is specific to the region they represent.



HHAP APPLICATION (CONTINUED)

- **Demonstration of regional coordination:**
 - CoCs will describe how the Coordinated Entry System (CES) currently functions, including who operates it, processes of assessment and referral, barriers or challenges to CES and plans to address these.
 - Large cities and counties will describe how they interface with the CES.
 - Applicants must describe their prioritization criteria and how CES, pursuant to 24 CFR 578.7(a)(8), is used for this process.
 - Applicants must describe how they have coordinated with their partnering CoC, large city (if applicable), and/or county to identify their share of the regional need to address homelessness.
 - Applicants must outline how they are involved in efforts to create sustainable, long-term housing solutions for people experiencing homelessness or at risk of homelessness.



HHAP APPLICATION (CONTINUED)

- **Funding to address homelessness:**
 - Applicants must include a detailed annual budget that includes all funds currently being used by the applicant to provide housing and homeless services for the homeless populations in their jurisdiction, including all federal, state, and local funds.
 - Where applicable, identify [Homeless Emergency Aid Program \(HEAP\)](#), [California Emergency Solutions and Housing \(CESH\)](#), [No Place Like Home \(NPLH\)](#), and [CalWORKS Housing Support Program \(HSP\)](#) funds.
 - Provide information on the programs supported by the funds identified in the detailed budget and how HHAP program funds will complement these identified funds.



EVIDENCE-BASED PRACTICES

- The HHAP program requires grantees to expend funds on evidence-based solutions that address and prevent homelessness among eligible populations.
- Evidence-Based Practices include but are not limited to:
 - Housing First
 - Permanent Supportive Housing
 - Trauma Informed Care
 - Harm Reduction
- Additional guidance and resources will be provided to applicants

HHAP ELIGIBLE USES

**Rental Assistance
and
Rapid Rehousing**

**Operating
Subsidies and
Reserves**

**Landlord
Incentives**

**Outreach and
Coordination
(including employment)**

**Systems Support
to create regional
partnerships**

**Delivery of
Permanent
Housing**

**Innovative
solutions like
motel/hotel
conversion**

**Prevention and
shelter diversion
to permanent
housing**

**New navigation
centers and
emergency shelters
(based on demonstrated need)**

****funds shall be expended on evidence-based solutions****



HHAP ELIGIBLE USES (CONTINUED)

- Grantees are required to use **at least 8 percent** of the program allocation for services that meet the specific needs for homeless youth populations.
- Grantees **may use up to 5 percent** of the program allocation:
 - Strategic homelessness plan
 - For infrastructure development to support coordinated entry systems and Homeless Management Information Systems (HMIS).
- Grantees **may use up to 7 percent** of their program allocation for administrative costs to administer its program allocation.



HHAP INELIGIBLE USES

- Grantees shall not supplant existing local funds for homeless housing, assistance, or prevention.
- The intent of HHAP program funds is to expand or increase services and housing capacity. HHAP funds cannot replace local funds that are committed to an existing or developing homeless assistance program.
- Grantees shall not fund projects or services that are not in compliance with Housing First Policy.



HHAP DISBURSEMENT PROCESS

- HHAP program funds will be disbursed within 90 days of the date the application is deemed complete.
- HCFC will prepare and mail the award letter and standard agreement to the applicant/awardee within 30 days.
- The applicant/awardee will have up to 30 days to review and return the signed standard agreement and Request for Funds Form (RFF).
- Once HCFC receives the signed standard agreement and RFF from the applicant/awardee, funds will be disbursed within 30 days.



- **Collaboration**-Local, state, and federal government, stakeholders, non-traditional entities, people with lived experience.
- **Coordination** to maximize funding and resources to achieve solutions
- **Commitment** to doing our part.



Mimi Rodriguez (ECHO Shelter staff), Heather Moreno (Mayor of Atascadero), Lahela Mattox (HCFC), Laurel Weir (Homeless Services Coordinator for the County of San Luis Obispo Department of Social Services), and Wendy Lewis (Executive Director of ECHO)

Collaborative Partnerships

- ← City of Atascadero
- ← City of Paso Robles
- ← County of San Luis Obispo
- ← Continuum of Care
- ← El Camino Homeless Organization (ECHO)

Projects

- Expanded Programs and Services
 - Detox beds
- Facility renovations
 - Kitchen and residence areas
- Navigation Center
 - City of Paso Robles: donated land
 - HEAP funds: construction of building
 - ECHO: Provider



VOICES (Voice Our Independent Choices for Emancipation Support)

VOICES provides a growing number of transition-age youth a hub for accessing services and supports, within a loving, youth-friendly space to gather, connect, and heal.

VOICES Solano, the county's first youth-designed and youth-led Center for foster youth.

- Case Management
- Housing Support
- Health and Wellness Services
- Employment and Education Services

FUNDING

- City of Vallejo
- Kaiser
- Private Donor: Yali at Walter S. Johnson
- HEAP



THE SOLUTION TO HOMELESSNESS



HOMELESSNESS SHALL BE:



- **RARE:** Prevention and diversion
- **BRIEF:** Alignment of resources
- **ONE-TIME:** Access and exit strategies



California State Homelessness Funding Programs



https://www.bcsb.ca.gov/hcfc/documents/heap_funding_matrix.pdf





State Resources to Address California's Homeless Crisis

https://www.bcsb.ca.gov/hcfc/documents/heap_funding_resources.pdf



Contact Information

- HCFC website <https://www.bcsh.ca.gov/hcfc/>
- Questions: HCFC@BCSH.ca.gov
- To request HCFC staff presentations:
<https://www.bcsh.ca.gov/hcfc/webapps/request.php>
- To receive information releases regarding the HEAP program, please register for the program [listserv](#)
- Social media
 -  https://twitter.com/CA_HCFC
 -  <https://www.facebook.com/CalHCFC/>
- Lahela Mattox, Director of Partnership Programs
 - 916-651-2770
 - Lahela.mattox@bcsh.ca.gov

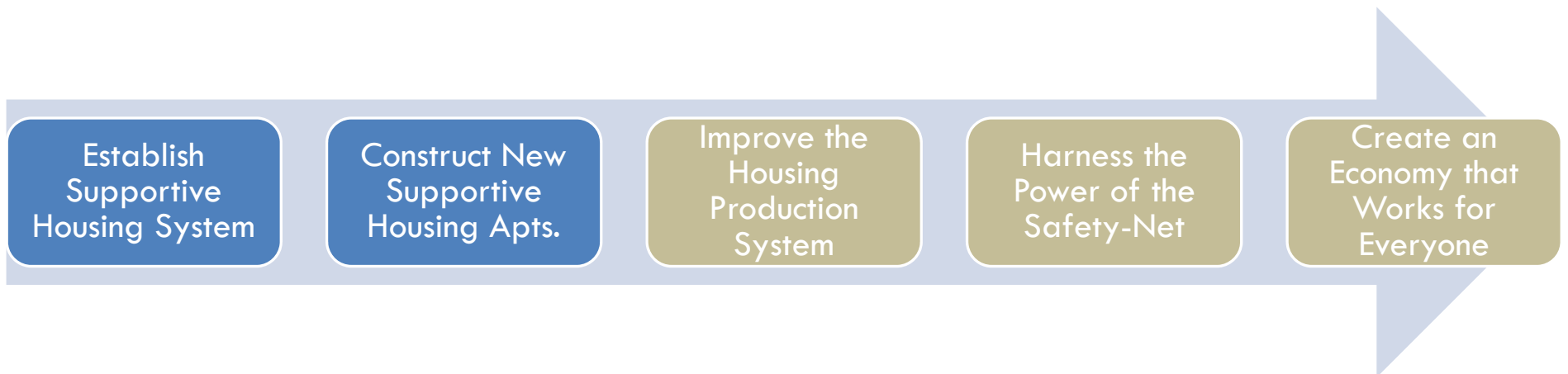
REDUCING & PREVENTING HOMELESSNESS IN SANTA CLARA COUNTY

November 4, 2019

AGENDA

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- Progress as Partners
- Specific Roles
- Root Causes & Where do we go from here



Supportive Housing System Progress Since 2015

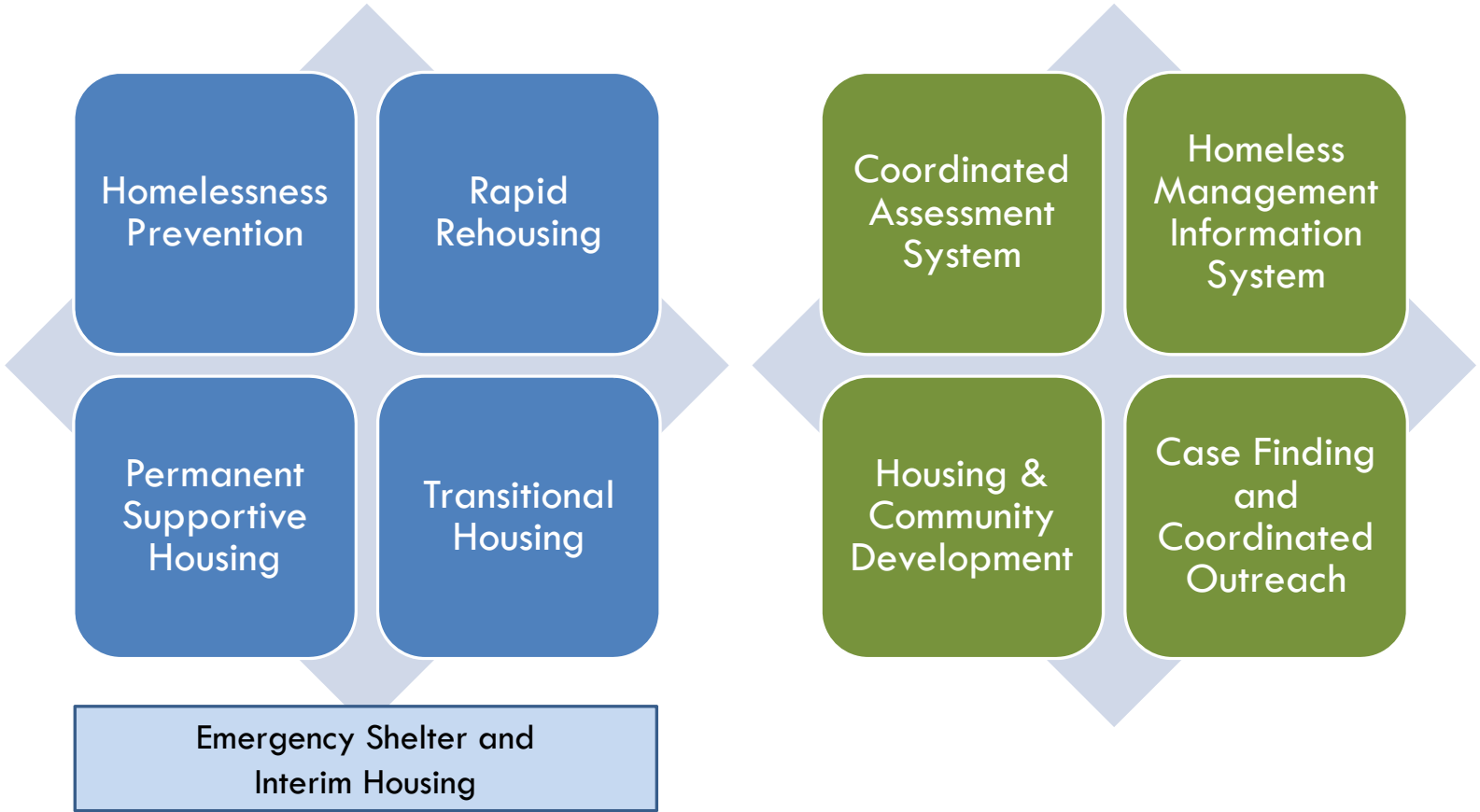
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- **8,396 homeless households permanently housed** including 1,568 veterans¹
- **Increased PSH capacity by 72% and RRH capacity by 114%**
- **Increased temporary shelter capacity by 126%**
- Passed 2016 Measure A, implementation is ahead of schedule
- City of San Jose set aside **45% of housing funds for ELI households**
- 1,624 service-enriched apartments built or underway²
- Established a new homelessness prevention system and **increased homelessness prevention capacity by 340%**

1: Through September 30, 2019.

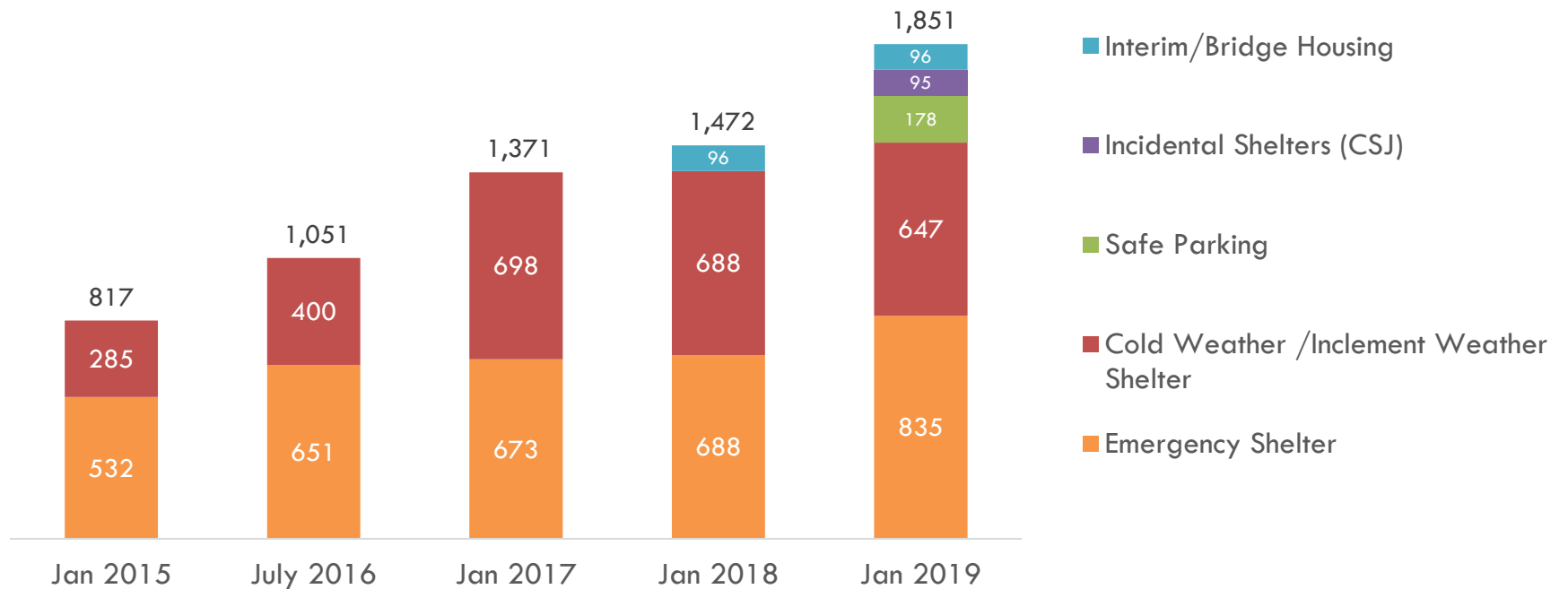
2: Through October 31, 2019

Supportive Housing System



Temporary Shelter / Interim Housing Increased by 126%

Temporary Shelter Capacity (Beds), 2015 to 2019



Temporary Housing – New Haven Inn

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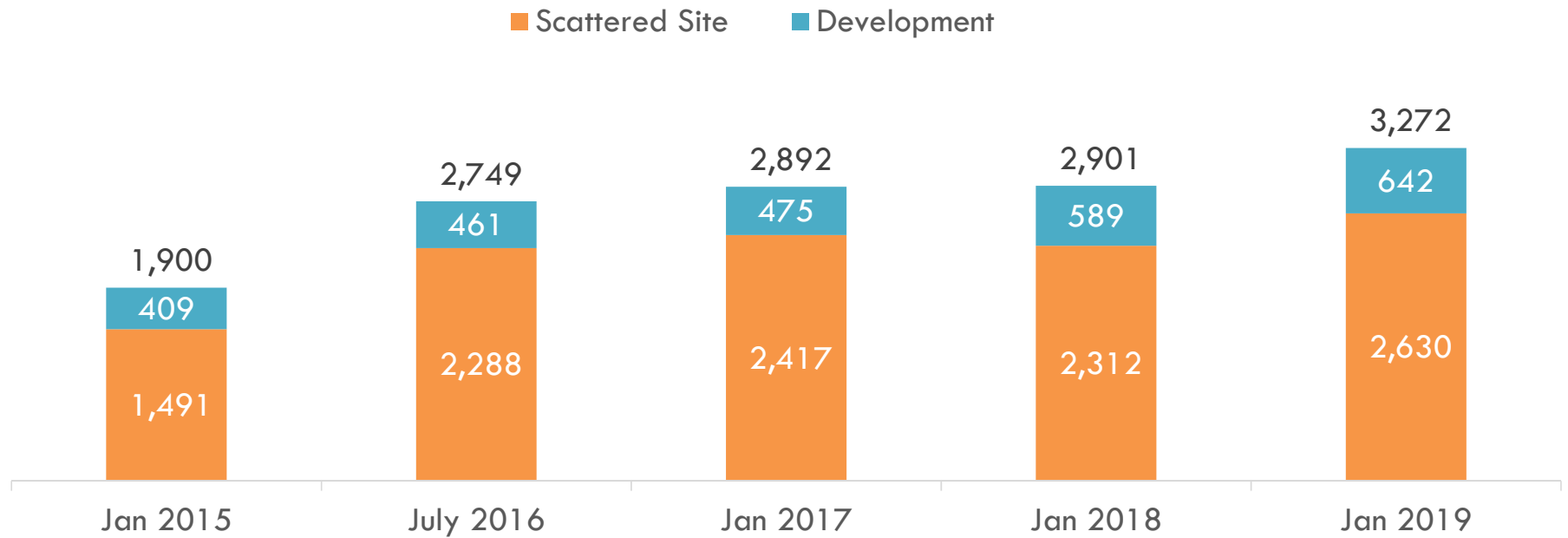
LGBTQ-focused Shelter

Key Partners:

- City of San Jose
- County of Santa Clara
- Life Moves



Permanent Supportive Housing Growth



PSH capacity increased **72%** from January '15 - January '19

Permanent Supportive Housing

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In 2018:

92% of Clients served in PSH remained stably housed for at least 12 months

94% of clients who exited PSH for other permanent housing remained stably housed for at least 2 years

Site-Based Permanent Supportive Housing



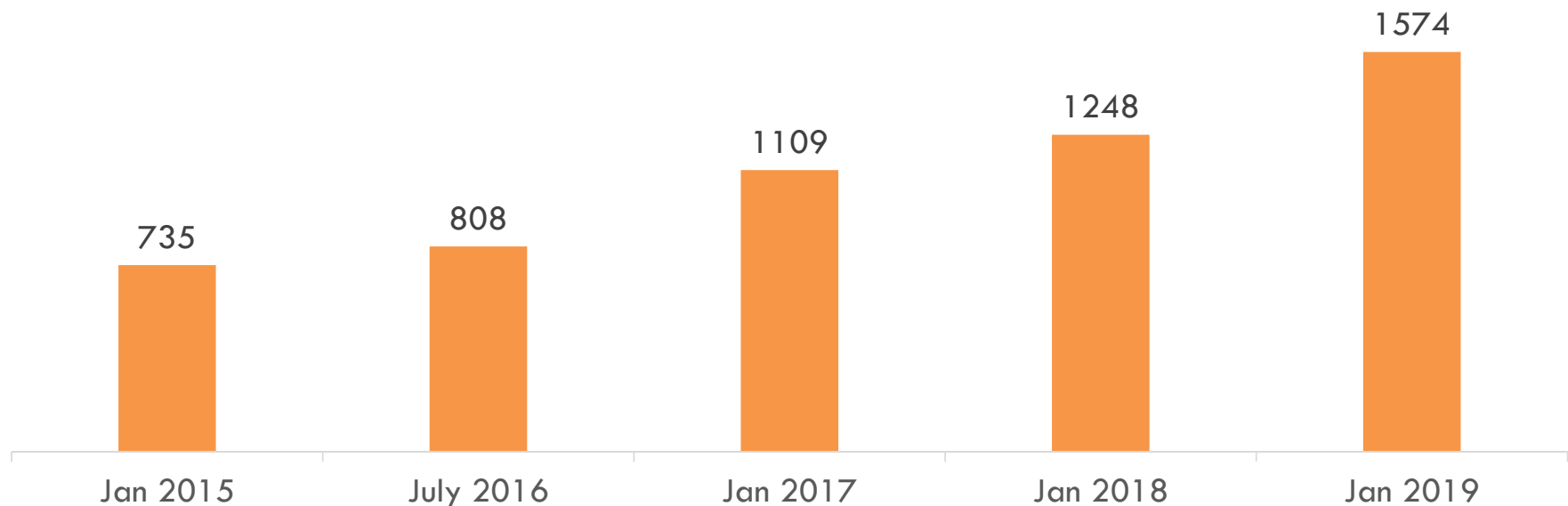
Edwina Benner Plaza, Sunnyvale, by MidPen Housing

- County & City of Sunnyvale Contributed to Development
- 23 x Section 8 PBVs
- 13 x PSH Units for Valley Medical Center / Whole Person Care PSH Program
- 5 x Units for Persons with intellectual or developmental disabilities

Rapid Rehousing Housing (RRH) / Transition in Place (TIP)

RRH **capacity has increased 114%** from January 2015 to January 2019

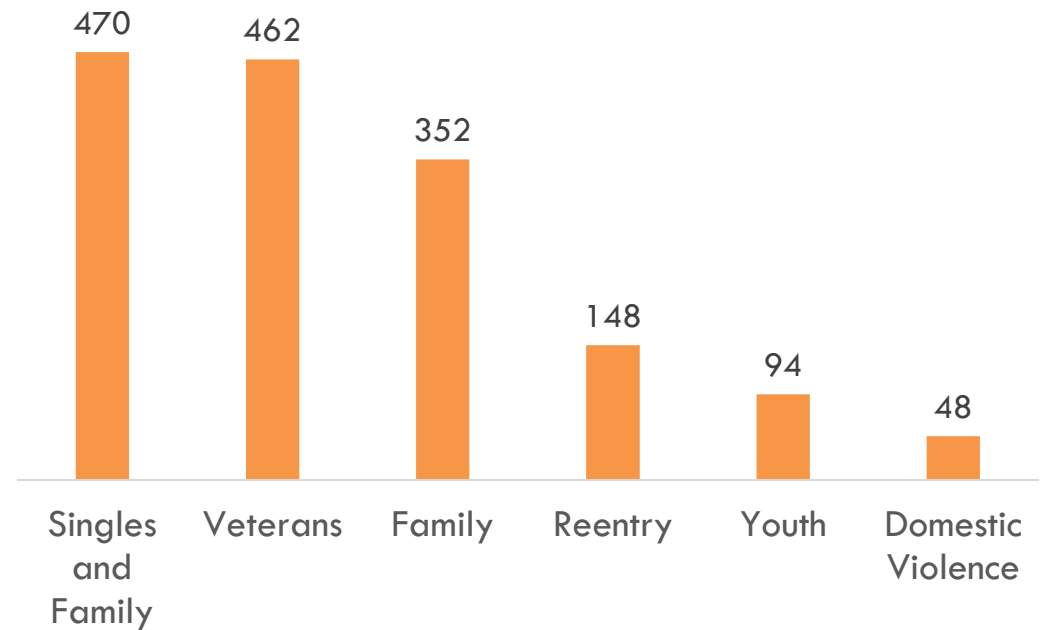
RRH Annual Capacity (Units)



RRH/ TIP Programs and Target Populations

Who Does RRH Serve?

RRH Annual Capacity (Households) by Program Type



87% exited to permanent housing

88% of those who exited RRH remained housed after 2 years

RRH / TIP System

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The Plaza Hotel



Bridge Housing Communities



Transitional Housing

Little change in capacity since 2015

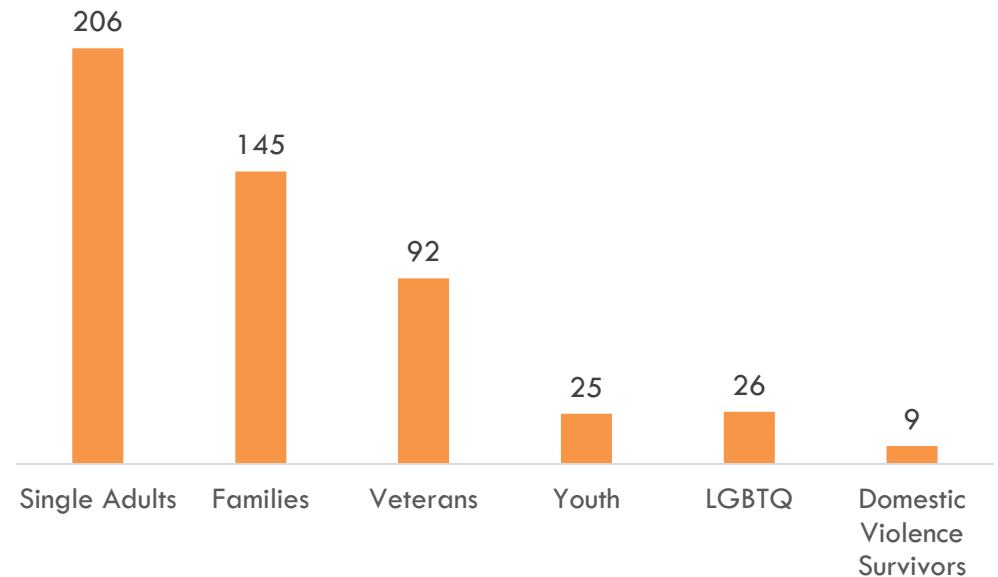
Reserved for specific sub-populations such as:

- Youth and young adults
- Individuals with severe addiction disorders

46% exit to permanent housing

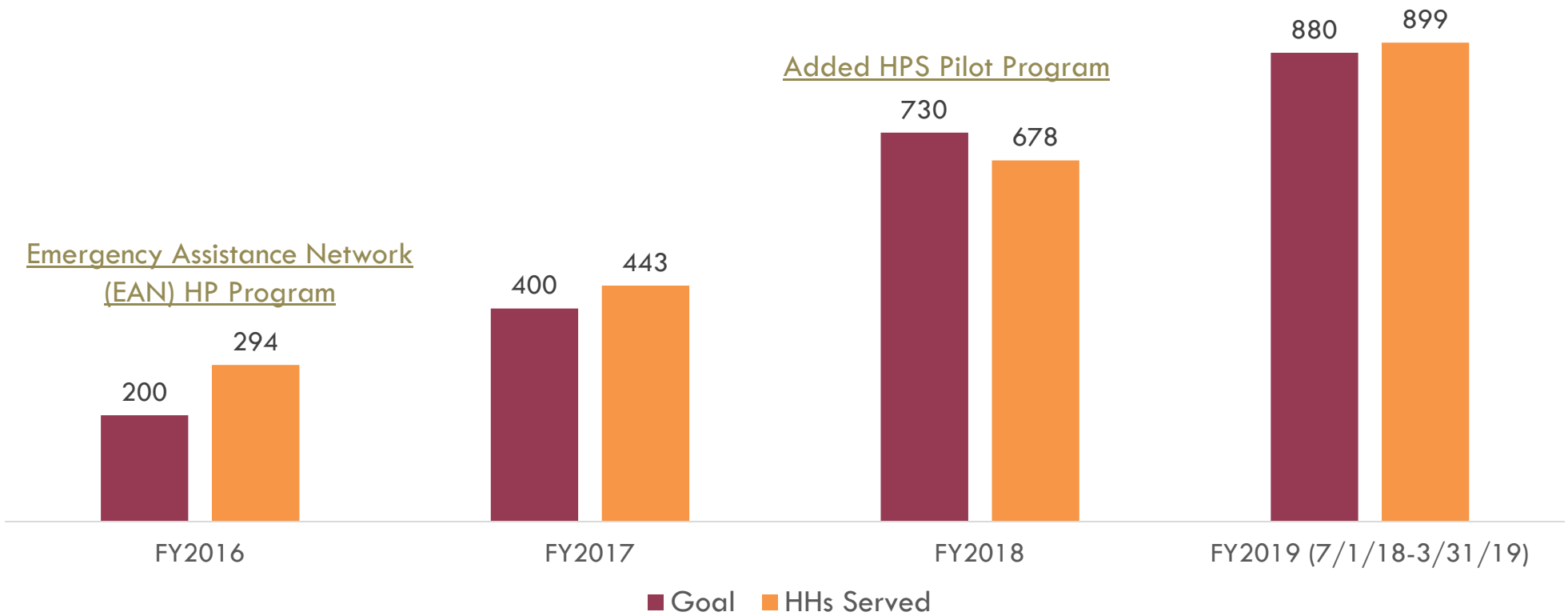
Who Does TH Serve?

TH Capacity (Households) by Program Type

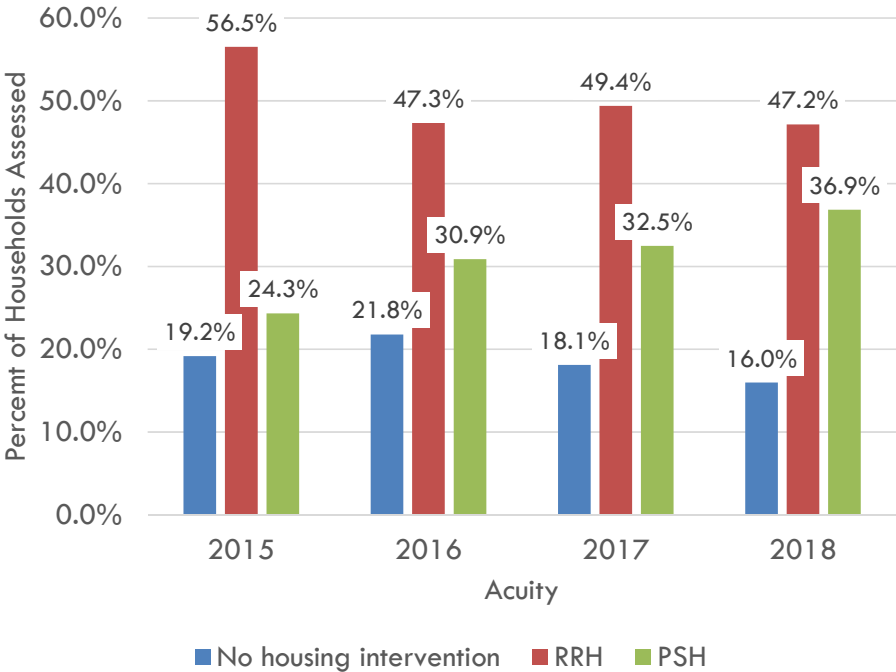
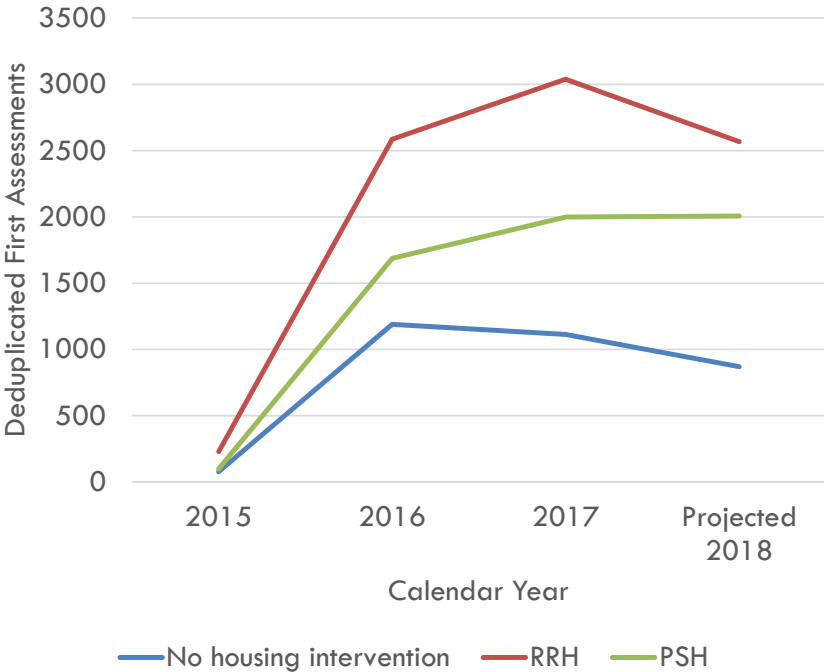


Homelessness Prevention (HP) Programs

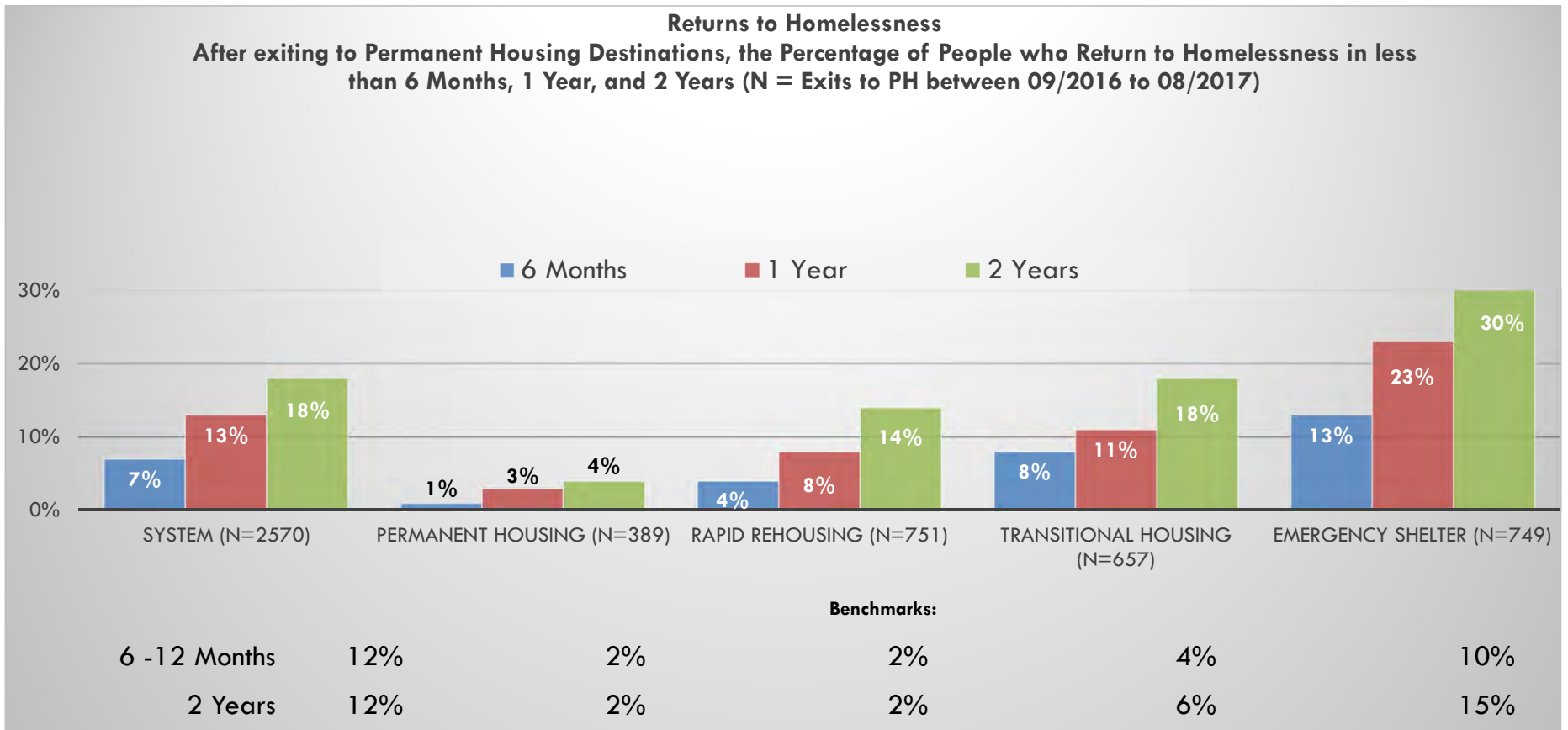
HP Program Goals and Households Served



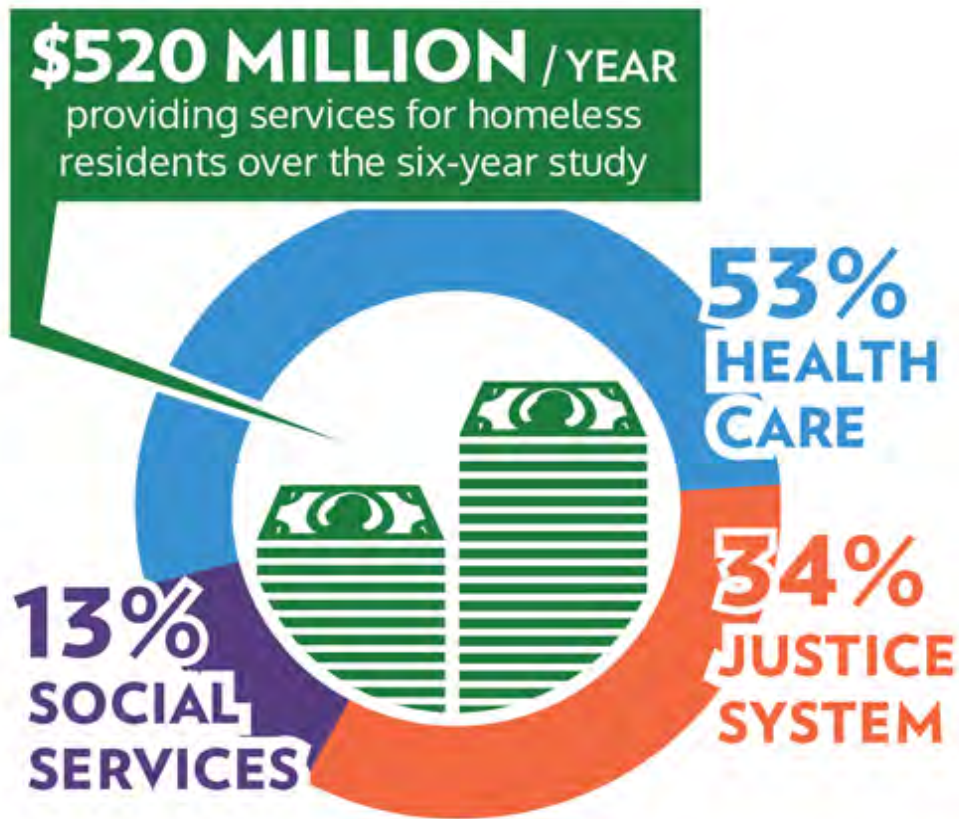
Acuity of assessed households over time



Returns to Homelessness



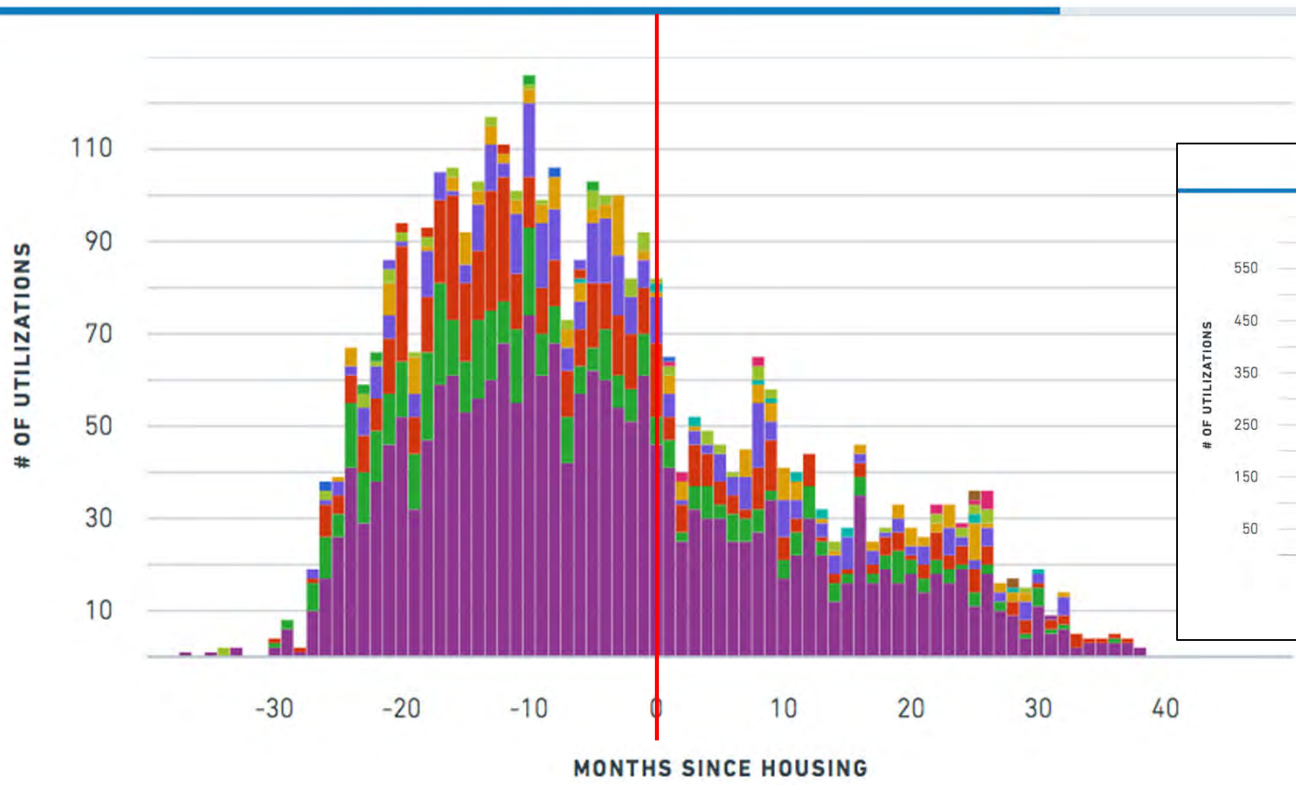
Home Not Found: Cost of Homelessness in Silicon Valley



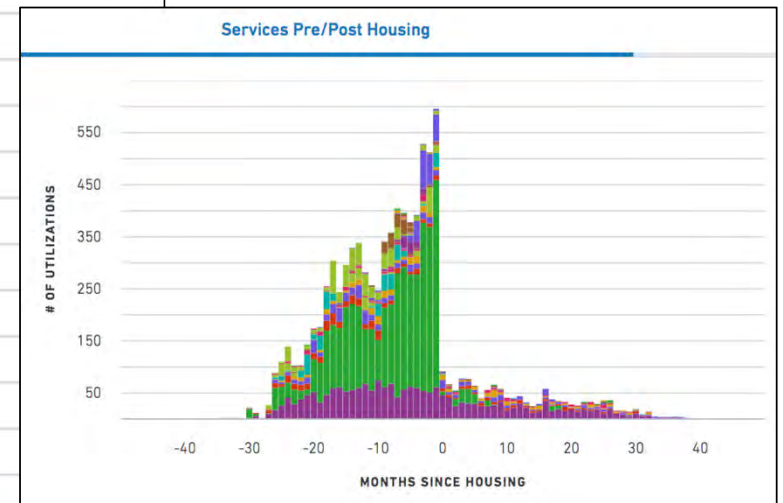
Project Welcome Home after 36 months

Use of VMC, EPS, BAP, and Jail Before and After Housing Placement

Services Pre/Post Housing



With Shelter



Interventions & Research

<u>Intervention</u>	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Homelessness Prevention System (HPS)
<u>Research Projects / Partners</u>	RCT with UCSF for Project Welcome Home a six-year program that uses Social Impact Financing and targeting the highest users of services	Partnership with LEO to determine the effectiveness RRH for single adults	Partnership with LEO to implement a new countywide Homelessness Prevention System

Housing Bond-Funded Apartments

Development	Total Units	Mgr. Units	LI Units	VLI Units	ELI Units	RRH Units	PSH Units	Proposed County Funds
Two Proposed New Construction	176	3	27	57	2	-	87	\$15,600,000
Three Previously Approved Acquisition & Rehabilitation	484	3	-	29	251	71	130	\$29,150,000
Sixteen Previously Approved New Construction	1,436	19	202	273	197	54	691	\$205,030,000
Total	2,096	25	229	359	450	125	908	\$249,780,000

County contributing less than \$120,000 per unit

For every \$1 from County, \$2.97 in other funds

Specific Housing Bond Production Goals

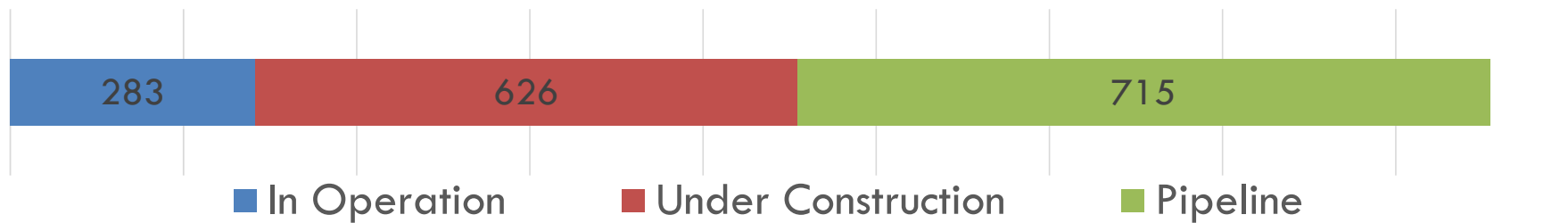
Unit / Affordability Type	Previously Approved	Proposed Units	Total Units	Unit Goals	% of Goal Met
Permanent Supportive Housing	821	87	908	1,800	50%
Rapid Rehousing	125	-	125	1,600	8%
Affordable to ELI Households	197	2	199	800	25%
Affordable to VLI Households	273	57	330	600	56%
Totals	1,416	146	1,562	4,800	33%

County contributing approximately \$160,000 per supportive housing, ELI or VLI unit

Total Supportive Housing Production

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1,624 Total Units (all sources) Since 2015



- Includes 1,033 units through the housing bond
- Pre-2016 Measure A & Non-Measure A, examples
 - ▣ Eagle Park (Mtn. View), Edwina Benner (Sunnyvale)
 - ▣ Orchard Ranch (Morgan Hill), Laurel Grove (San Jose)
 - ▣ Second Street Studios & Renascent Place (San Jose)

County of Santa Clara

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- ❑ Integrate specialty mental health services and funding as part of PSH
- ❑ Integrate safety-net programs into the supportive housing system
- ❑ Provide integrated medical services to enhance supportive housing programs
- ❑ Advocate for supportive / ELI housing

Photos courtesy of the Mercury News

City of San José

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- Land Use
- Housing Development Financing



- Funding for services and programs
- Policy development

Santa Clara County Housing Authority

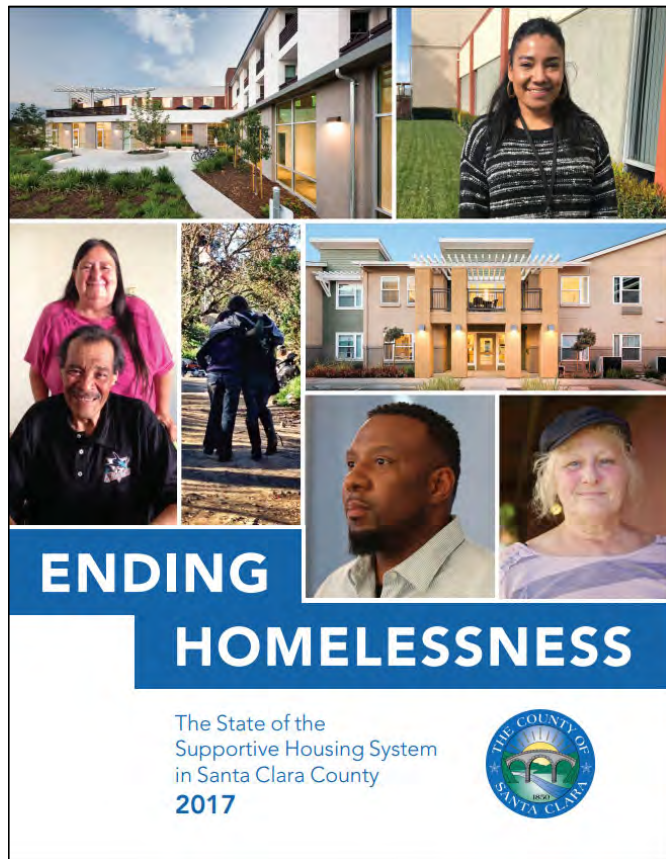
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- ❑ Direct Referrals & Prioritization
- ❑ Project-Based Vouchers
- ❑ Special Vouchers
- ❑ Development

Destination: Home

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- Convening Organization
- Private Sector Partners & Funding
- Supportive Housing Innovation Fund
- Pilots / Systems Change
 - ▣ Care Coordination Project
 - ▣ Homelessness Prevention System Pilot




Andy & Ernestine were homeless for 20 years. Andy, a double-amputee was living along a creek in San Jose.



They are now housed thanks to Housing 1000.

Parkside Studios, Sunnyvale, CA

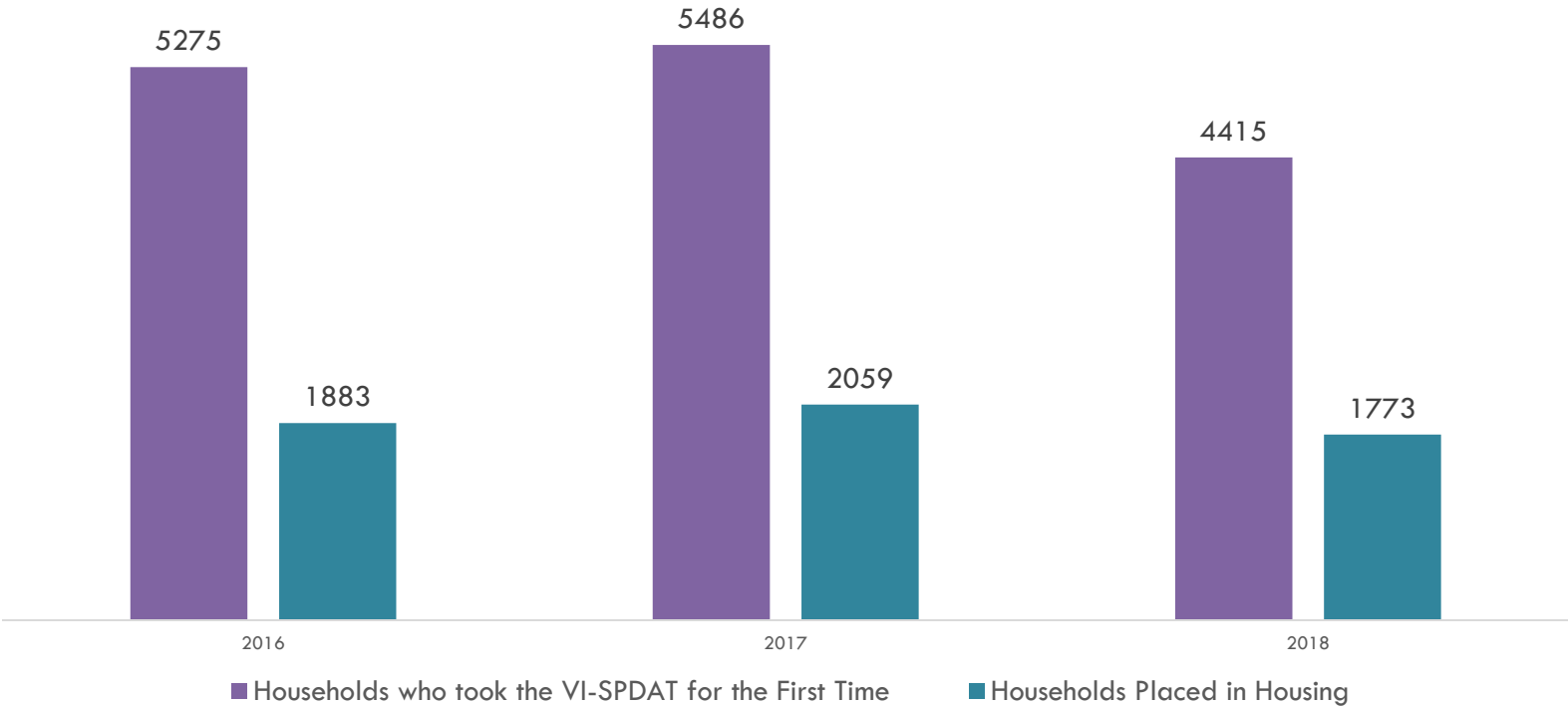
Charities Housing Development Corporation



An end to homelessness means that every community will have a systematic response in place that ensures homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.

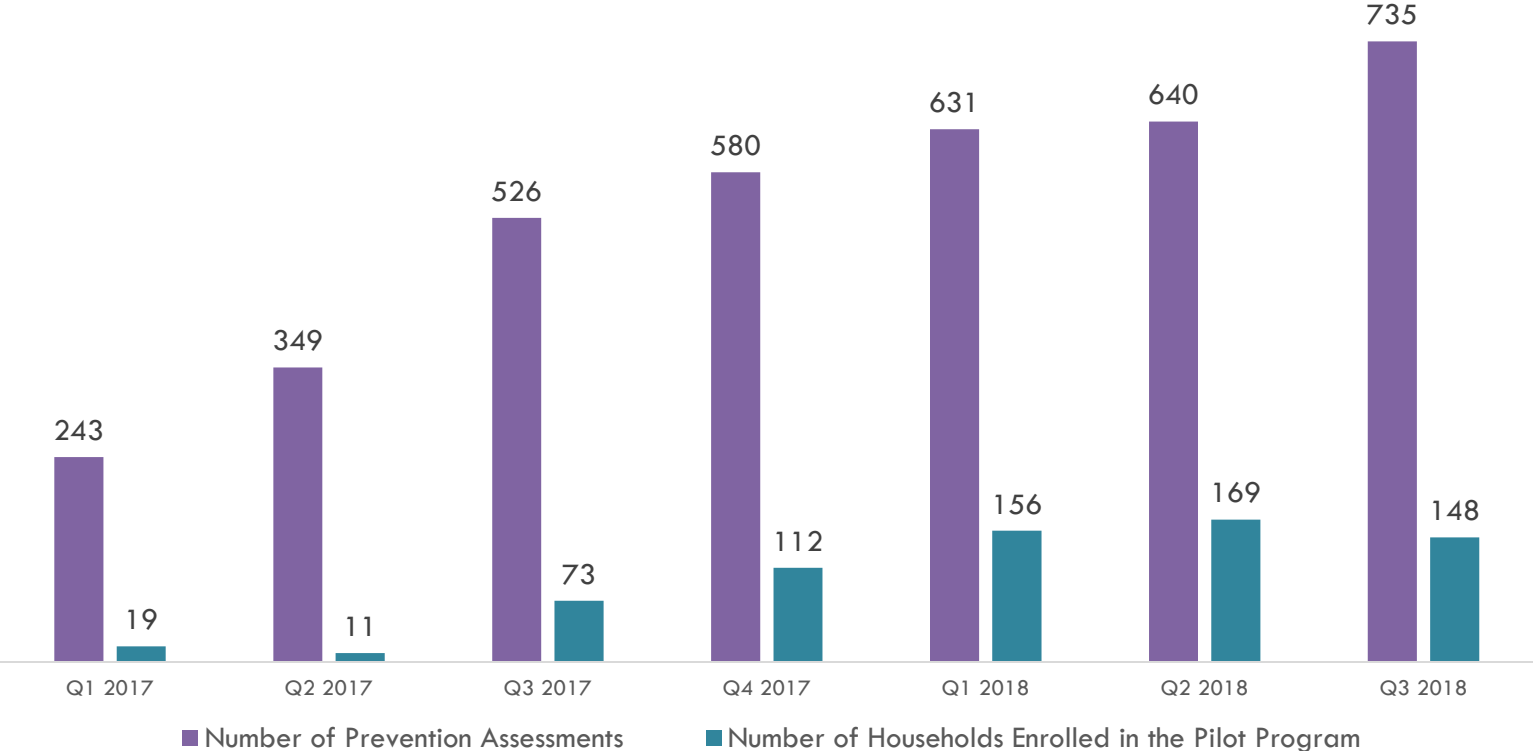
More People are Slipping into Homelessness

CY2016 to 2018



Unmet Need for Homeless Prevention Assistance

Total Assessments and Total Enrolled in HP System Pilot



Root Causes of Homelessness

“The increase in homelessness is the result of a convergence of three key factors: the loss of affordable housing and foreclosures; wages and public assistance that have not kept pace with the cost of living, rising housing costs, job loss and underemployment, and resulting debt; and the closing of state psychiatric institutions without the concomitant creation of community based housing and services.”

- Page 10, 2010 Federal Strategic Plan to End Homelessness

SPUR's *Homelessness in the Bay Area* 2017 Report



Report cites 7 structural changes in recent decades leading to today's resurgence in homelessness:

- 1. Economic Dislocation**
- 2. Reduced Social Safety Nets**
- 3. Failed Housing Policy**
- 4. Mass Incarceration**
- 5. Family Instability**
- 6. Structural Racism**
- 7. Individual Causes**

How much affordable housing is needed?

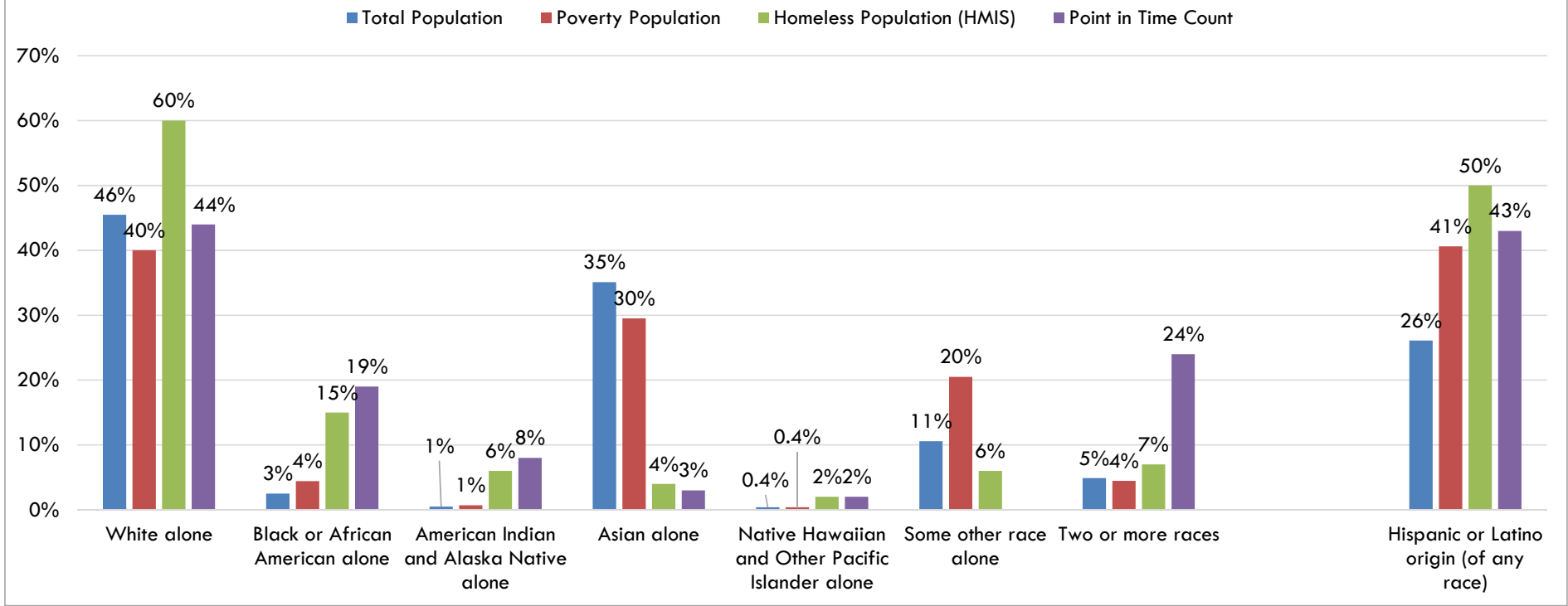
TABLE 2: Housing Need and Funding, 2005–2024

	ELI (0–30% AMI)	VLI (31–50% AMI)	LI (51–80% AMI)	MOD (81–120% AMI)	Total
Gross/Total Need	42,483	12,978	13,260	22,187	90,908
Planned Production	8,119	10,148	16,237	19,089	50,616
Unmet Need	34,364	2,830	-	3,098	40,292
Funding Gap*	\$3,780,040,000	\$198,100,000	\$0	\$154,900,000	\$4,133,040,000

*The funding gap is the additional local subsidy required over the next 20 years to develop a sufficient number of affordable units to meet the unmet need.

Sources: San Jose State University, The Institute for Metropolitan Studies, 2005; US Census, 2004.

Race, Poverty, and Homelessness in Santa Clara County



Data Sources:

- Total Population: United States Census, 2013-2017 American Community Survey 5-Year Estimates
- Poverty Population: United States Census, 2013-2017 American Community Survey 5 Year Estimates (Below Poverty Level)
- Homeless Population (HMIS): Enrolled Individuals in HMIS (2017 to 2019) excluding Homelessness Prevention programs
- Point in Time Count: 2019 Santa Clara County Homeless Census and Survey (For this survey, "Other race" and "Multi-race" were grouped together)

2020-2025 Community Plan to End Homelessness

REDUCE HOMELESSNESS

Expand & Improve
Supportive Housing
Strategies

PREVENT HOMELESSNESS

Start Addressing the
Root Causes

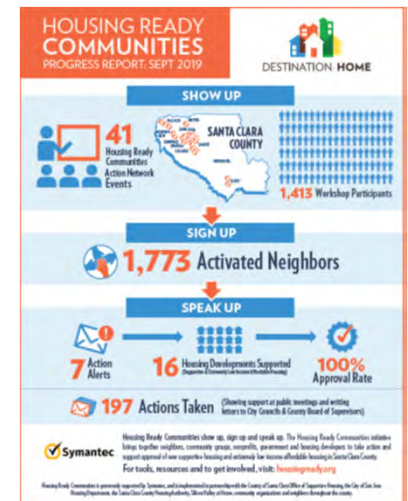
CRISIS OF UNSHELTERED HOMELESSNESS

Address Basic Needs
& Lessen Impact on
Community



Mental health clients have in fact been integrated into our communities; we see them on the street corners and sleeping in parks. They are integrated into our jails and prisons; many are behind bars on what officers call “mercy bookings” – jailed for their protection, not the public’s. They are disproportionately represented among the poor, the victims of crime, the unemployed and the homeless. A majority of people erroneously sees them as “dangerous, dirty, unpredictable and worthless” – better shunned than embraced. ¹

Source: Little Hoover Commission, November 2000, Being There: Making a Commitment to Mental Health





Innovative Solutions to Address Homelessness

CEO ADVISORY BOARD

The CEO Advisory Board on Ending Veteran and Chronic Homelessness was established in 2015 by then San Bernardino County CEO Greg Devereaux to complement the work of the Continuum of Care.

*HOUSING SEARCH PROFESSIONALIZATION – COST
EFFECTIVE HOUSING PRODUCTION*

The County of San Bernardino’s professionalization of housing search around real estate principles and practices is the least expensive approach to create housing for homeless people. The average cost per placement now is \$1200 using the “real estate agents” for homeless people strategy.

MOTEL/HOTEL CONVERSION

Cost effective scaling of housing for homeless people requires a commitment to acquisition and rehab strategies.

*MANAGED CARE PROVISION OF ENGAGEMENT
AND HOUSING SERVICES FOR CHRONIC AND
NON-CHRONIC HOMELESS PEOPLE*

In San Bernardino County the Inland Empire Health Plan managed care providers stepped up to provide the funding for stabilization services when chronic and non-chronic homeless members are housed.

COMMUNITY EMPLOYMENT PROGRAM FOR HOMELESS AND FORMERLY HOMELESS PEOPLE

First Step Employment upgrades boutique employment initiatives that bring little scale and replicability.

Simple premise - buy staffing agencies, keep the professional staff and corporate contracts, and sequentially re-purpose the jobs to homeless people through attrition.

*GEODATA TECHNOLOGY FOR INNOVATIVE HOMELESS
SERVICE SYSTEMS*

ESRI and the San Bernardino County Office of Homeless Services have partnered to upgrade San Bernardino County's data strategy. The result is a community-centric, location-enabled, integrated stakeholder collaboration platform for addressing homelessness through population prioritization, regional planning, and increased housing production.

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