

Application Narrative Template

This section of the toolkit is to assist jurisdictions in thoroughly completing their application narrative document. Below you will find the questions that HHAP program staff will be ensuring are answered in each jurisdiction's narrative document. Applications will not be deemed complete if all the below questions are not addressed in a jurisdiction's narrative attachment. More information on these areas can be found in the [HHAP program guidance](#).

1. **SUMMARY OF HOMELESSNESS IN THE CoC, LARGE CITY, OR COUNTY**

To successfully complete this section, applicants must:

A. Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.

B. Use the LSA data to provide (as defined by HUD):

1. Total number of households served in:
 - Emergency Shelter, Safe Haven, and Transitional Housing – 5,241
 - Rapid Rehousing – 1,654
 - Permanent Supportive Housing – 1,314
2. Total number of disabled households served across all interventions – 4,429
3. Total number of households experiencing chronic homelessness served across all interventions – 2,290
4. Total number of 55+ households served across all interventions – 2,461
5. Total number of unaccompanied youth served across all interventions - 501
6. Total number of veteran households served across all interventions – 1,220
7. Number of individuals served across all interventions who were:
 - Female – 3,200
 - Male – 5,555
 - Transgender – 49
 - Gender Non-Conforming – 10
8. Total number individuals served across all interventions who were:
 - White, Non-Hispanic/Non-Latino (only) – 2,721
 - White, Hispanic/Latino (only) – 2,639
 - Black or African American (only) – 1,479

- Asian (only) – 391
- American Indian or Alaska Native (only) – 514
- Native Hawaiian/Other Pacific Islander (only) – 196
- Multiple races – 576

Please note:

- Per HHAP program guidance, CoCs are expected to share the LSA with their regional co-applicants (i.e. applicable large cities and counties that overlap the CoC's jurisdiction). Each entity will submit a copy of the LSA for their CoC.
- Acknowledging that there may be differences in demographics and characteristics within a region, large city and county, applicants may also include additional information and data that is specific to the geography they represent.

2. DEMONSTRATION OF REGIONAL COORDINATION

To successfully complete this section, applicants must provide:

A. Coordinated Entry System (CES) Information

For CoC applicants:

1. Describe how your CES functions, including:

The policies and procedures for the Santa Clara County Continuum of Care (henceforth CoC) are documented in the CoC's Quality Assurance Standards (QAS). The CoC developed the QAS to establish expectations in providing quality, standardized services to persons who have become homeless, to facilitate their successful re-entry back into their communities. The QAS sets benchmarks for the community and provides a model for agency- and program-level policies and procedures. The narrative below details how the CES functions in the CoC, but the [full QAS document](#) can be found on the County of Santa Clara's Office of Supportive Housing website.

- a. What entity is responsible for operating your CES?

The County of Santa Clara's Office of Supportive Housing (OSH) is responsible for operating the CoC's CES. OSH serves as the CoC's Board-designated Collaborative Applicant and HMIS Lead, and the CoC Board delegated authority to OSH to approve and implement operational policies for CES. OSH provides oversight of the CoC's CES, including implementation of the VI-SPDAT assessment tool, Community Queue, and prioritization and matchmaking.

At least once per year, OSH consults with each participating project and project participants, to evaluate the intake, assessment, and referral processes associated with coordinated assessment. OSH solicits feedback addressing the quality and effectiveness of the entire coordinated assessment experience for both participating projects and for households.

- b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?

In Santa Clara County's CES, all homeless individuals and families complete a standard triage assessment survey that considers the household's situation and identifies the best type of housing intervention to address their situation. Santa Clara County utilizes the Vulnerability Index-Service Prioritization Decision Assistance Tool 2.0 (VI-SPDAT) created by OrgCode Consulting and Community Solutions as its standard triage assessment survey. The VI-SPDAT is integrated into

the community's standard HMIS intake for people experiencing homelessness and conducted at over 60 HMIS partner agencies, including shelters, service centers, transitional housing programs, and outreach programs: anywhere that people who are homeless first encounter the system of care.

Although the CES is a system-wide assessment process, the community takes special precautions to protect the safety and confidentiality of survivors of intimate partner violence and human trafficking. Prospective participants that are identified as survivors through the VI-SPDAT or referred by domestic violence service providers are placed on a separate, confidential database and referral queue for housing resources. This Confidential Queue is maintained separately outside of the community's HMIS database.

c. How are people referred to available housing through CES?

Housing programs within the CoC, including permanent supportive housing, rapid rehousing, and transitional housing programs, fill spaces in their programs from a Community Queue of eligible households generated from HMIS and a Confidential Queue generated by victim service providers. The queue is prioritized based on VI-SPDAT scores, length of time homeless, and the risks sub-score to ensure that the community houses those with the greatest need first. Matches to available housing opportunities are facilitated by OSH staff. When a housing program has a space available, the designated OSH representative will use the Community Queue to identify the household or individual to be referred. OSH staff filters the queue based on type of housing, eligibility criteria of the housing program (i.e., chronically homeless, veteran, family, etc.), and prioritization based on VI-SPDAT score.

As noted, OSH maintains a separate, Confidential Queue outside of HMIS for survivors of intimate partner violence referred by domestic violence service providers. Once a housing vacancy is available, OSH's Confidential Matchmaker identifies the household that will be referred and contacts the agency that conducted the VI-SPDAT. The assessing agency locates the household from the Confidential Queue, confirms the release of information, and provides a warm hand-off to the agency that has a housing vacancy.

2. How do you promote the utilization of your CES? Specifically:
 - a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?

In order to promote utilization of the CES system-wide, the CoC has adopted a no-wrong-door approach to coordinated entry. The CES has over 60 access

points across the community, including homeless service providers, health care providers, emergency services, and public service agencies. In other words, homeless individuals can access CES and be assessed anywhere that they first encounter the system of care. This unique “no wrong door” approach helps to lower the barrier entry, reducing the need for people to traverse the county seeking assistance at every service provider separately. Most importantly, once assessed, homeless clients are then connected to appropriate housing referrals, including permanent supportive housing, through the Community Queue.

In addition to a community-wide “no wrong door” approach, the CoC affirmatively markets housing and supportive services to eligible persons in the CoC’s geographic area who are least likely to apply in the absence of special outreach, including the following sub-populations: people experiencing chronic homelessness, veterans, families with children, youth, and survivors of domestic violence. Outreach is designed to ensure the CES process is available to all eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status. CES outreach and any marketing materials clearly convey that access points are accessible to all sub-populations.

Outreach is conducted by outreach teams, including street-based outreach teams, and programs in the community that act as CES access points, including outreach resources that specifically target people experiencing chronic homelessness, veterans, families with children, youth, LGBTQ youth, and survivors of domestic violence and human trafficking. Currently, there are over 60 HMIS partner agency access points across Santa Clara County.

b. What is the grievance or appeal process for customers?

Any person participating in the CES or receiving services has the right to file a grievance. Grievances related to a particular service provider (for example, a grievance related to how an assessment was conducted at a particular provider) are resolved through that provider’s grievance procedure. If a grievance is not resolved at the agency level, participants can appeal the decision to the CoC. Grievances specific to discrimination or the CES (for example, a grievance related to the match-making process), are submitted to the CoC Quality Improvement Manager at OSH, who convenes a panel of non-conflicted CoC members to investigate and make recommendations.

c. How do you provide culturally responsive services to people experiencing homelessness?

In order to provide culturally competent outreach, resources with strong existing ties to the community’s most vulnerable populations serve as CES access points

to ensure that all subpopulations access coordinated entry. Since the community has adopted a “no wrong door” approach, people experiencing homelessness can access services wherever they are most comfortable, such as with community-based providers who specialize in reaching specific vulnerable subpopulations. Outreach is available in the following languages to meet the needs of minority, ethnic, and groups with Limited English Proficiency (LEP): Spanish, Vietnamese, Tagalog and Mandarin.

In addition, all CES assessment staff must be trained at least once on how to conduct a trauma-informed assessment of participants, with the goal of offering special consideration to survivors of domestic violence and/or sexual assault to help reduce the risk of re-traumatization. All assessment staff must be trained at least once on safety planning and other next-step procedures to be followed if safety issues are identified in the process of conducting an assessment. All staff administering assessments use culturally and linguistically competent practices in order to reduce barriers for underserved populations, including but not limited to immigrants and refugees, youth and young adults, individuals with disabilities, and LGBTQ+ individuals.

3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

In order to review and evaluate the CES, the CoC and OSH convenes and facilitates the Coordinated Assessment Work Group (CAWG) and the Coordinated Assessment System Prioritization Subcommittee (CASPS). Together, the goal of the two groups is to identify areas where the CES process can be improved, develop proposals for implementing changes, and evaluation of the CES' progress.

In February 2019, CASPS began an evaluation of the CES to identify areas of improvement. The evaluation included analysis of data from the CES as well as interviews with stakeholder staff from community-based organizations serving underrepresented populations. The evaluation identified three focus areas for improvement: increasing system accessibility to more effectively reach LGBTQIA+, Latinx, and Asian and Pacific Islander populations; obtaining more accurate information concerning consumer disabilities, mental health concerns, & substance use to facilitate appropriate referrals; and supporting CES matchmakers in promoting consistency and fairness in the referral process.

The next phase in the CES' evaluation process is to determine changes to improve the system. The CAWG is currently in the process of gathering input to develop specific plans, including focus groups with individuals and families with lived experience of homelessness, targeted meetings stakeholders, 1:1 interviews

with persons referred through the CES and enrolled in supportive housing, and web-based surveys for housing and service providers.

B. Prioritization Criteria

1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

Santa Clara County has a significant shortage of housing opportunities compared to the need. Thus, the CES triages people and houses those who are most in need first. Permanent supportive housing placements are prioritized for those who have been homeless on the streets or in emergency shelter for at least a year and with the highest acuity, thus serving those who are most in need and most at risk if they remain on the streets first.

Using VI-SPDAT scores, individuals/households are assigned to the most appropriate type of housing intervention (permanent supportive housing, rapid rehousing or transitional housing, or minimal intervention). Within those groups, individuals and households will be prioritized based on the following criteria. For permanent supportive housing, the prioritization criteria are VI-SPDAT score, length of time homeless, and high use of County services (e.g. emergency room, emergency mental health, criminal justice). For rapid rehousing and transitional housing, the prioritization criteria are VI-SPDAT score, risk as identified in the Risks sub-score in the VI-SPDAT, and length of time on the Community Queue.

Services that are needed for an emergency crisis response, such as entry to emergency shelter, are not prioritized through CES. Instead, all persons who qualify for and require emergency services receive those services on a first-come, first-serve basis, or through referrals from partner organizations and other homeless service providers. Some emergency shelter beds are prioritized for individuals who have received a referral to a RRH or PSH program, but are searching for a permanent housing location.

2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

Santa Clara County maintains a Community Queue in HMIS based on the VI-SPDAT scores and intake records in HMIS, and Confidential Queue outside of HMIS based on VI-SPDAT scores. In order to determine the best type of housing intervention for an individual or household, the County utilizes the VI-SPDAT assessment as a triage tool:

1. Those who are identified to have high acuity are referred to permanent supportive housing.

2. Those with moderate acuity are referred to rapid rehousing or transitional housing. Recognizing that client choice is a central concern around transitional housing placements and that some households (e.g., DV survivors or persons in recovery) may prefer transitional programs while others may prefer rapid rehousing, individuals will be asked specific questions relating to interest in specific programs. As much as possible, their preferences will be integrated into the referral process.
3. Those who are assessed to be low acuity most likely will be able to resolve their homelessness without a permanent housing intervention. Since Santa Clara County has limited housing capacity, housing interventions will be prioritized for those who most need it. Individuals and households with low acuity will be referred to prevention and diversion services, which could include deposit assistance from an Emergency Assistance Network provider, making sure they are connected to public benefits, and referring to other services in the community.

C. Coordination of Regional Needs

1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?

One of the primary ways the Santa Clara County Continuum of Care (CoC), County of Santa Clara (County), and City of San José (City) coordinate regional needs is through its Community Plan to End Homelessness in Santa Clara County. First developed in 2014, the Community Plan 2015 – 2020 is a regional, community-wide plan to end homelessness adopted by the CoC, County, City, and other cities and partners in the Santa Clara County region. The Community Plan acts as a guide to local governments, non-profits, and other partners as the community makes decisions about funding, programs, priorities, and needs. The Community Plan is currently being updated for 2020 and beyond, and Section 4 below provides additional details about the Community Plan.

In order to identify the regional need to address homelessness, the CoC, the County, and City coordinate in a range of different ways. For example, the three jurisdictions partner to conduct the biennial Point-in-Time (PIT) count. Statutorily required by all communities receiving Continuum of Care Program funding from the Federal government, the PIT count estimates the prevalence of homelessness in each community and collects information on individuals and families residing in temporary shelters and places not meant for human habitation. The CoC, County, and City – along with other cities in Santa Clara County – worked together to conduct the most recent [2019 Santa Clara County Homeless Census and Survey](#). The 2019 Census and Survey enumerated 9,706 homeless individuals in Santa Clara County.

In 2015, the CoC, County, City, and Destination: Home (a local public-private partnership) underwrote a comprehensive cost study, [Home Not Found: The Cost of Homelessness in Silicon Valley](#). The cost study took an unprecedented in-depth look at the cost of homelessness in Santa Clara County. At the time, it was the largest and most comprehensive body of information that had been assembled in the United States to analyze the public costs of homelessness, combining diverse data streams to analyze the population that experienced homelessness in Santa Clara County between 2007 and 2012. It includes demographic and medical attributes, justice system history, health and human services provided, and the cost of services.

Finally, the CoC and its partners continue to utilize data and rigorous evaluation to identify need and analyze outcomes for its homeless housing and service programs. In August of 2015, the County launched [Project Welcome Home \(PWC\)](#), California's first Pay for Success project. Over a period of six years, the project will provide community-based clinical services and permanent supportive housing to 150-200 chronically homeless individuals who are currently frequent users of the County's emergency rooms, acute mental health facilities and jail. PWC has partnered with UC San Francisco as the project evaluator. Using a Randomized Control Trial (RCT), the PWC evaluator will analyze the effectiveness and impact of the permanent supportive housing interventions for participants, as well as how PSH can generate efficiencies and economic benefit for Santa Clara County. In addition, the CoC is partnering with [Notre Dame University's Lab for Economic Opportunities \(LEO\)](#) to conduct a RCT of its [rapid rehousing programs for single adults](#), as well as a separate study to evaluate its [Homelessness Prevention System](#).

2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

Since the CoC, County, and City of San José have overlapping jurisdictions, the entities do not attribute shares of identified need to specific jurisdictions per se. Moreover, by nature homelessness is a transient issue, agnostic to arbitrary jurisdictional borders. Residents who lack a fixed residence may become homeless in one jurisdiction, shelter in another jurisdiction, and seek services in yet another jurisdiction. Instead, the three entities see the need for homeless housing and services as a shared regional issue, and partner together to meet the needs of homeless residents across the Santa Clara County region. Nevertheless, the 2019 Census and Survey found a total of 9,706 persons experiencing homelessness on January 29-30, 2019, a 31% increase from 2017 and the highest the number the County has seen in over a decade. Of those enumerated during the point-in-time count, 82% were unsheltered, living

outdoors on the streets, in parks and encampments, or other places not meant for human habitation.

In order to complement existing funds and efforts in the community, the CoC plans to utilize HHAP funds to close identified gaps in the supportive housing system's Crisis Response System (CRS). Since affordable housing development can take years to plan and build and HUD CoC funding is limited, the community's CRS is designed to meet the immediate needs of people experiencing or at-risk of homelessness. Broadly, the CoC will dedicate HHAP funds for homelessness prevention, implementing new approaches to ending homelessness, and temporary housing operations and improvements. In planning and coordination with the County, the CoC is allocating the bulk of its HHAP funding toward homelessness prevention, while the County is allocating the bulk of its HHAP funding toward operating subsidies for emergency shelter.

D. Creating Sustainable, Long Term Housing Solutions

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
- b. Developing or strengthening data and information sharing across and within jurisdictions.
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

As the Santa Clara County CoC Board's designated Administrative Entity, Collaborative Applicant, and HMIS Lead, the Office of Supportive Housing (OSH) spearheads the CoC's efforts to create sustainable, long-term housing solutions for homeless Santa Clara County residents. Acting as the Collaborative Applicant, OSH leads the community's efforts to secure grant funding from the U.S. Department of Housing and Urban Development's (HUD) Continuum of Care (CoC) program. HUD CoC program grants provide critical funding resources for permanent supportive housing (PSH) and rapid rehousing (RRH) in the community. Locally, OSH plays a dual role, acting as both the Collaborative Applicant for the community, as well as being a direct grantee receiving HUD CoC program funds.

Since 2008, the CoC has been able to significantly increase funding resources from the HUD CoC program. In 2008, the CoC received \$9.5 million in HUD CoC

funding to support a modest supportive housing system in the community. Since that time, the CoC has nearly tripled its HUD CoC funding resources for the local community. During the most recent 2019 HUD CoC funding competition, HUD awarded the CoC over \$27 million in funding to support homeless residents in the Santa Clara County region. As an individual grantee, OSH received \$23.5 million in HUD CoC funding, supporting over 1,200 units of permanent supportive housing and rapid rehousing in Santa Clara County.

In recent years, the CoC has coordinated its HUD CoC funding to provide permanent supportive housing resources at new affordable housing developments in the community. For example, Corvin Apartments is a new affordable housing development located in the City of Santa Clara. Funded in part by the [2016 Affordable Housing Bond](#) – a \$950 million voter-approved bond measure to provide affordable housing to vulnerable populations in Santa Clara County – Corvin Apartments consists of 145 affordable apartments and one manager's unit, with 85 of the apartments set aside as permanent supportive housing for homeless individuals and families. During the most recent 2019 HUD CoC funding competition, the CoC received a new \$690k annual award to provide supportive services to the 85 homeless individuals and families who will be placed at Corvin Apartments.

3. RESOURCES ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Existing Programs and Resources

1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))
- b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
- c. Local Funding

Attachment A provides a list of funds that the Santa Clara County CoC – through the County Office of Supportive Housing (OSH) as its Administrative Entity – utilizes to provide housing and homeless services for homeless populations. The funding is generally organized by Federal, State, and local funding sources. However, in certain cases, funding comes to OSH through a pass-through agency. For example, HDAP funds are awarded to the County of Santa Clara's Social Services Agency (SSA) and allocated to OSH through an intra-agency agreement between the two County departments.

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

To address the needs of its most vulnerable residents, Santa Clara County's supportive housing system provides shelter, supportive housing, and homelessness prevention services. However, these resources are limited and the demand for affordable housing and supportive services far exceeds the system's current capacity. In 2015, the community developed the Santa Clara County Community Plan to End Homelessness (further detailed in Section 4 below), which outlines a coordinated strategy to address homelessness that is powered by collaboration. The Community Plan provides a framework for building partnerships across County departments, local governments, the business sector, and non-profit and philanthropic partners to leverage available resources and bring in new funding streams to expand the reach of the supportive housing system. Since the adoption of the 2015 Community Plan, over 8,800 households moved from homelessness to permanent housing. This

represents approximately 14,000 people across the County and represents the collaborative efforts between the CoC, County, and multiple city partners.

For example, creating and building the necessary inventory of affordable supportive housing requires commitment from many partners, particularly local governments who are essential funders and policymakers. As part of the Community Plan, each of the major cities in Santa Clara County adopted a commitment to meeting housing development goals and housing affordability benchmarks, with strategies ranging from investment of funds for housing development and services to support within the local development approval process. Cities have partnered with developers, service providers, neighborhood groups, the County of Santa Clara, and the CoC to expand supportive housing options across their communities. Since November of 2016, when Santa Clara County voters approved a \$950 million Affordable Housing Bond, local cities, affordable housing developers, and service providers have partnered on 21 new and rehabilitated affordable housing developments, creating a total of 1,612 new affordable apartments in 6 different jurisdictions in Santa Clara County.

To provide a detailed overview of the integrated and coordinated resources and efforts in the Santa Clara County region, OSH published its *Ending Homelessness: 2018 The State of the Supportive Housing System* annual report. The report provides the community with updates and information about progress toward the goals in the Community Plan. The full [2018 Ending Homelessness annual report](#) can be found on OSH's website.

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

Homelessness in Santa Clara County increased from January of 2015 to January of 2019, as rental costs continued to exceed affordability for low income individuals and families. According to [Santa Clara County's 2019 Homeless Census & Survey](#) (also known as the Point-In-Time count), on any given night there are approximately 10,000 people living on the streets, in shelters, or other places not meant for human habitation. A lack of affordable housing options for the community's most vulnerable residents means that thousands of households live on the brink of housing loss, and many become homeless for the first time each year. When homeless individuals were asked what prevented them from obtaining housing, the most common response (66% of Survey respondents) was "Can't Afford Rent". The third most common response was "No Housing Available."

Although Santa Clara County partners have made significant progress in housing vulnerable households since 2015, the number of households seeking

housing assistance each year far outpaces the number of people that we can house in the current supportive housing system. Between July 2018 and June 2019, Santa Clara County's supportive housing system placed 1,993 households in housing, after enrolling in a shelter or housing program. Unfortunately, during that same period, 3,777 homeless households requested housing assistance for the first time.

A lack of affordable housing options is not the only gap in Santa Clara County's housing and homeless services system. The system's emergency shelter service also has a significant gap between the need for safe shelter and available shelter capacity. Each night, emergency shelters in Santa Clara County provide a safe place to rest for hundreds of people experiencing homelessness. As of November 2019, the supportive housing system had an emergency shelter capacity of 1,390 beds, including 389 beds that are seasonal shelter beds. Although emergency shelter plays a fundamental role of the supportive housing system, the community's need for safe shelter far exceeds the current capacity. The 2019 Point-In-Time count found that 82% of Santa Clara County's homeless population was unsheltered. The charts below show the number of shelter beds available in the Santa Clara County region, the shelter vacancy rates in the summer and winter months, and the percentage of exits from emergency shelter to permanent housing.

Chart 1 – Temporary Housing Capacity in Santa Clara County

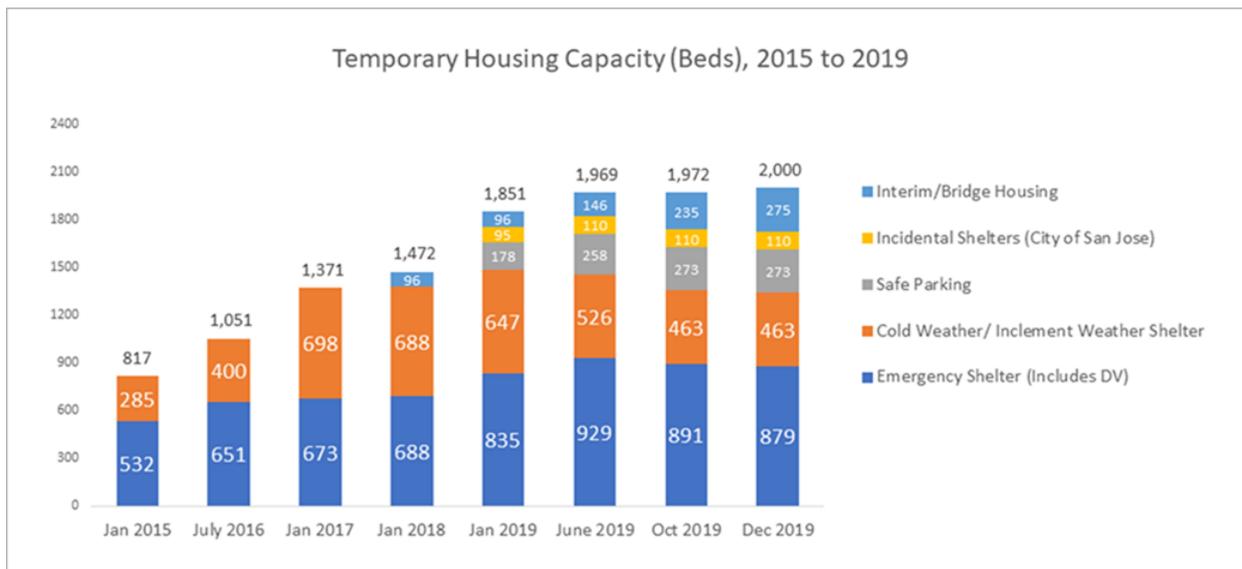


Chart 2 – Vacancy Rates in Summer and Winter

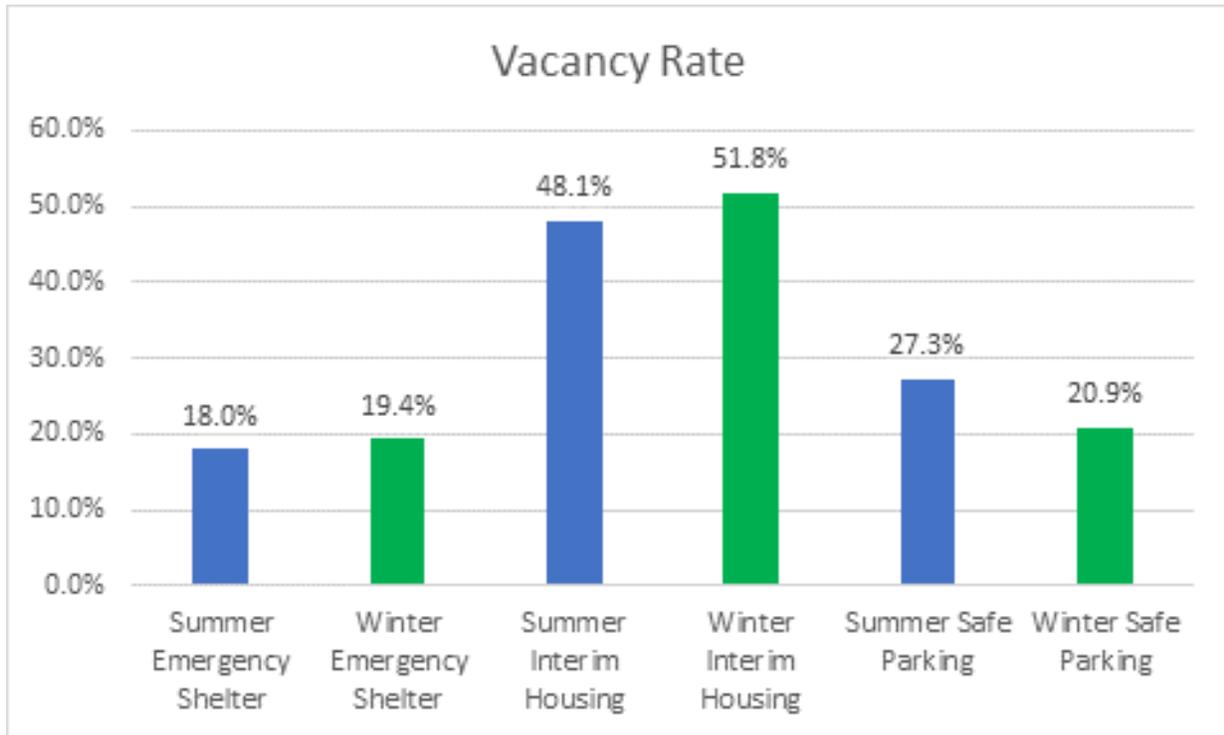
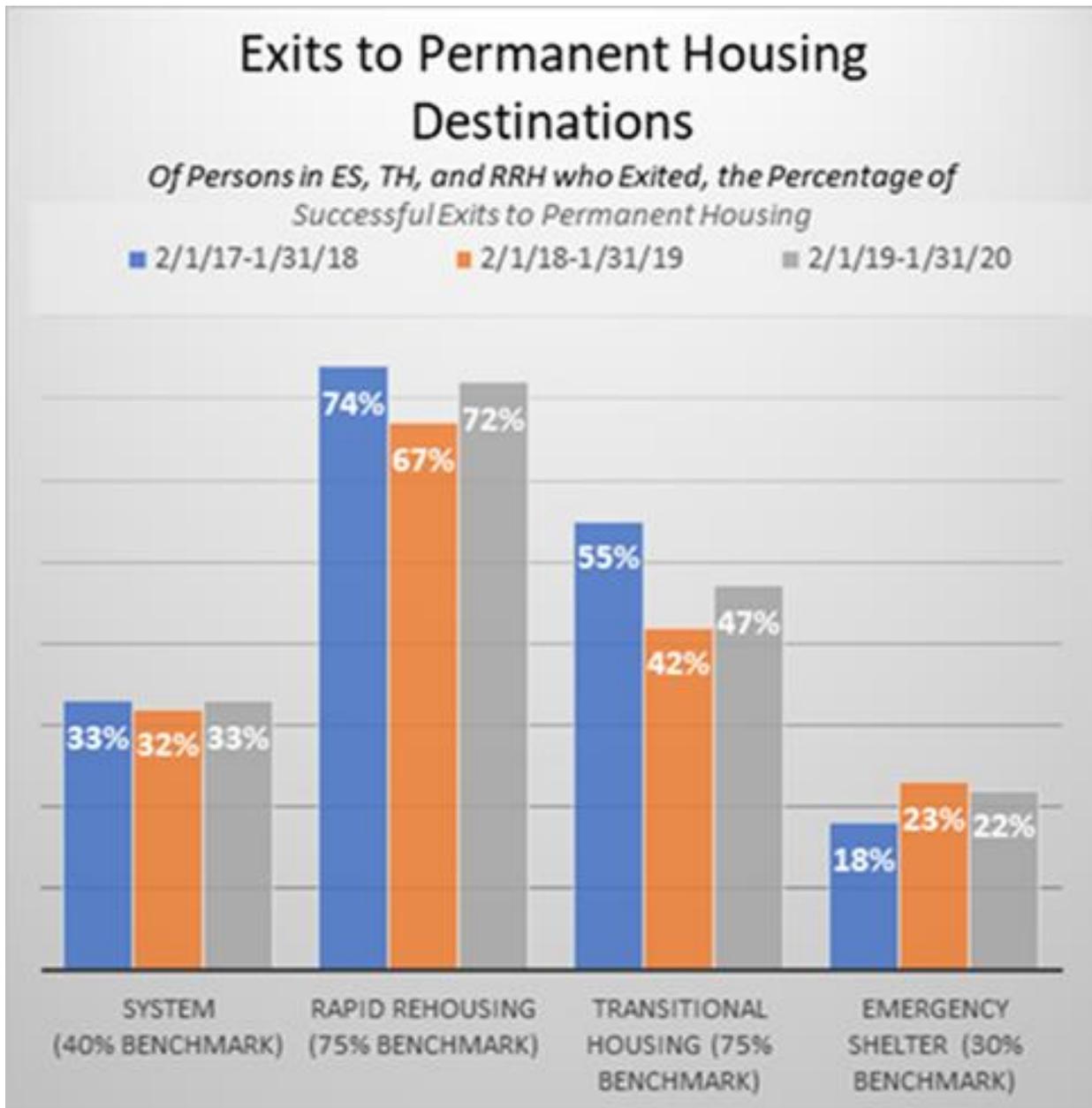


Chart 3 – Exits to Permanent Housing Destination



Another gap in the Santa Clara County homeless system of care is the lack of day shelter and other daytime services. Although emergency shelters in the region provide safe shelter for the night, most shelters only provide shelter during the evening and overnight hours. Barring declared states of emergency in inclement weather (e.g. extreme cold or extreme heat), residents can only access most emergency shelters beginning in the evening and must vacate shelter premises in the early morning hours. Feedback from the community's Lived Experience Advisory Board as well as input from other community

members who have lived experience of homelessness identified day shelter and day services as an unmet need in the region.

B. HHAP Funding Plans

1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

Over the past five years, the community has dedicated significant resources toward developing affordable housing and providing permanent supportive housing to highly vulnerable and special needs populations. In 2016, Santa Clara County voters approved the \$950 million Affordable Housing Bond to build new affordable housing. In addition, the Santa Clara County CoC received over \$26 million in funding from the U.S. Department of Housing and Urban Development's 2018 Continuum of Care program funding competition, providing permanent supportive housing, rapid rehousing, and supportive services. In mid-January, HUD announced the first round of funding awards for the 2019 HUD CoC program funding competition, awarding the CoC just over \$27 million. Although the community has made considerable progress and dedicated significant funding for housing and homeless services, resources are limited and the demand for affordable housing and supportive services far exceeds the system's current capacity.

Utilizing HHAP funds, the community will support the countywide Homelessness Prevention System (HPS). Recognizing the critical role that prevention plays in reducing inflow into the supportive housing system, the CoC developed and piloted the HPS in 2017 to provide a range of supports to help residents at risk of losing their housing to regain stability. Through a combination of public and private resources, the community initially raised \$4.2 million to launch a pilot program with the goal of implementing a countywide HPS. Owing to its diverse and adaptable funding sources, the HPS can provide support tailored to each household's needs to stabilize its housing. These services include help paying future and past-due rent or mortgage payments, security deposits, utility bills, and other expenses that place the household at risk of homelessness, such as transportation costs, medical bills, and childcare. Partner agencies also offer case management and follow up to provide additional support if participants find themselves at risk of homelessness again in the future.

Second, the community will utilize HHAP funds to implement new approaches to preventing and ending homelessness. Specifically, the community will utilize HHAP funds to further implementation of Housing Problem Solving (Housing PS)

and other minimal intervention strategies within its supportive housing system. Housing PS is an innovative approach to preventing homelessness and helping people exit homelessness more quickly. [HUD has strongly encouraged communities](#) to adopt Housing PS strategies that help households use their strengths, support networks, and community resources to find housing.

Housing PS is not a new project type or component, and it typically does not operate as a standalone program. Instead, Housing PS techniques are used within existing programs across a community's entire homelessness services system. At its core, Housing PS is a basic, problem-solving approach that often begins with a conversation between Housing PS staff and clients to identify what resources the client may have or may need in order to ensure immediate housing stabilization. HUD has provided the County of Santa Clara and the CoC with technical assistance on Housing PS, and the community has begun to incorporate elements of Housing PS across its homeless system of care.

Housing PS interventions can take the form of supportive service, or even targeted financial assistance. For example, services could include strengths-based case management, conflict resolution, housing search, landlord-tenant mediation, connection to mainstream resources, family mediation, tenant legal services, or credit repair. Taking a similarly flexible approach, financial assistance might be used for rental application fees, security or utility deposits, utility or rental arrears, moving costs, transportation assistance, food assistance, car repairs, costs associated with obtaining identification documents, employment supplies, like uniforms, work boots, or cell phones, or other employment-related training certifications.

Third, the community will utilize HHAP funds to close identified gaps in temporary housing, including emergency shelter capital improvements and operations. As noted above, 82% of Santa Clara County's homeless population – nearly 10,000 residents on any given night – are unsheltered, with an emergency shelter capacity of only 1,390 beds. Although the CoC does not plan to use HHAP funds to build new navigation centers or emergency shelters, HHAP funds will allow the community to expand emergency shelter services for unsheltered homeless residents. HHAP funds will close identified gaps by increasing the shelter capacity at existing shelter facilities, and also expand daytime operating hours. The community will also utilize HHAP funds to increase safe temporary housing options for youth and young adults, particularly homeless and at-risk LGBTQ residents. In the Santa Clara County region, persons identifying as LGBTQ are significantly overrepresented in the homeless population, and their vulnerability is compounded by the lack of dedicated shelter options within the existing supportive housing system.

Finally, in order to meet the Youth Set Aside requirements, the CoC will utilize HHAP funds in two primary ways. First, the CoC will utilize HHAP funds to preserve existing youth programs that are currently funded through one-time funds. Existing youth programs include a THP aftercare program providing supportive services to youth who are exiting transitional housing, and a temporary housing program for LGBTQ youth in a host home model. Second, the CoC will utilize HHAP funds to rehabilitate and convert a motel for use as emergency shelter, interim housing, or transitional housing for homeless youth. The converted motel will provide 30 units of safe temporary housing, adding new resources to the community's capacity to serve homeless youth and young adults.

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

As detailed in Section 2 above, the CoC developed system-wide Quality Assurance Standards (QAS) to ensure standardized services to persons who have become homeless, to facilitate their successful re-entry back into their communities. All CoC member agencies utilize the QAS as a benchmark for agency- and program-level policies and procedures. The QAS encourages all programs, including HHAP-funded programs, to adopt a low barrier, Housing First approach and, to the extent possible, to refrain from requiring participation in services as a condition of housing. At a minimum, the QAS recommends that programs adopt three Housing First principles: 1.) Income is not a requirement for program entry or participation; 2.) Sobriety and treatment compliance are not requirements for program entry or participation; and 3.) Compliance with a service or treatment plan is not a condition of tenancy, and a lack of compliance is not grounds for eviction from the program. All HHAP-funded recipients will be required to comply with Housing First principles, and all grantee agreements will include a separate exhibit requiring compliance with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b).

In addition to adherence to the Santa Clara County CoC's QAS, HHAP-funded activities will align with Housing First principles through the CES. The CES is a community-wide intake and assessment process, and all homeless persons can be assessed at numerous access points throughout the County. This "no wrong door" approach helps to lower the barrier entry, reducing the need for people to traverse the county seeking assistance at every service provider separately. Most importantly, once assessed, homeless clients are then connected to appropriate housing referrals, including permanent supportive housing, through the Community Queue.

4. PARTNERS ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Collaborating Partner Efforts

Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

The CoC has a long history of coordination and partnership with collaborative partners in the Santa Clara County region. In 2014, a broad coalition of stakeholders, including the CoC, the County of Santa Clara, and the City of San José, participated in a comprehensive community process to create a roadmap to end homelessness in the region. The resulting 2015-2020 Community Plan to End Homelessness set ambitious goals and identified innovative strategies and programs to transform the supportive housing system to achieve the shared vision of making homelessness rare, brief and non-recurring in the Santa Clara County region.

Since May 2019, the community has undertaken an extensive process to update the Community Plan for the next five years. Guided by a Steering Committee made up of the CoC Board and additional key leaders, including a member of Lived Experience Advisory Board, the community identified three priority goals in the new 2020 Community Plan:

- **Goal 1:** Address the root causes of homelessness through system and policy change.
- **Goal 2:** Increase the capacity and effectiveness of housing programs.
- **Goal 3:** Improve the quality of life for unsheltered individuals and create healthy neighborhoods for all.

In addition, the Steering Committee identified several other important areas of focus, including youth and young adults; racial equity; and raising the voices of

people with lived experience throughout the system. Each of the goals had a lead agency or agencies that led development of strategies for their goal and will guide implementation once the plan is adopted. Lead agencies include:

- **Goal 1:** Destination: Home and the Office of the County Executive (with support from City of San José Housing Department and Santa Clara County Housing Authority).
- **Goal 2:** County of Santa Clara Office of Supportive Housing.
- **Goal 3:** City of San José City Manager's Office (with support from the Cities of Morgan Hill and Mountain View and the Office of Supportive Housing).

In order to gather input for the Community Plan, the Steering Committee created a work group consisting of members from lead agencies, local jurisdictions, and service providers. From August to December 2019, the work group gathered community input through a variety of methods including:

- Publicly available surveys in English, Spanish, Mandarin, and Vietnamese to identify community priorities.
- 3 Subject Matter Expert Convenings focused on specific populations – families, single adults, and youth and young adults – representing a cross-section of the community, including service providers, government entities, and people with lived experience.
- 8 Key Stakeholder Interviews through one-on-one interviews with leaders in business, healthcare, education, advocacy, and philanthropy.
- Meetings with city housing managers and supportive housing developers.
- 8 Consumer Focus Groups with people who are currently and formerly unhoused, including youth and young adults and the LGBTQ community.
- One-on-one interviews with people living outside.
- 3 Community-wide Meetings open to the public in Gilroy, San Jose, and Mountain View to share draft strategies and obtain feedback.
- Meetings with County safety net departments and criminal justice departments to identify system gaps and housing outcome goals.

In all, the planning and community engagement process reached over 8,000 community members and convened more than 20 opportunities to engage with subject matter experts, key stakeholders, community members, and people with lived experience of homelessness. A complete list of collaborative partners is included in the Community Plan Process, detailed in Attachment B and C.

In late January 2020, the Community Plan Steering Committee released the Draft Community Plan Strategies for review, providing another opportunity for stakeholders to share input about the implementation priorities for Year 1 of the

Community Plan. By March 2020, the collaborative partners will adopt and release the new 2020 Community Plan to End Homelessness, with an updated set of strategies tailored for our community, grounded in evidence-based practices. The updated Community Plan will also be based on lessons learned over the past five years and robust community engagement across all sectors of the community. For more details, please visit the [2020 Santa Clara County Community Plan to End Homelessness](#) webpage. All activities supported with HHAP funds are aligned with the strategies outlined in the 2020 Community Plan.

2. Describe any barriers that you experience in partnering, and how you plan to address them.

Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.

As detailed above, the Santa Clara County community has undertaken an extensive process to gather feedback and input from key stakeholders in developing the Community Plan. Despite these efforts, one on-going barrier to partnership is political pressure from constituents who aren't always aligned with the goals and strategies to end homelessness. Although publicly elected officials may agree in principle with the solutions and strategies outlined and agreed upon in the Community Plan, they often face criticism or backlash from NIMBYs or other groups of small but vocal opponents.

To overcome this barrier, the community has taken several steps. First, in conjunction with the [2016 Affordable Housing Bond](#) – a \$950 million voter-approved bond measure to provide affordable housing to vulnerable populations in Santa Clara County – the community developed the Housing Ready Community's Toolkit. The Toolkit provides essential tools and information for housing developers, government representatives, and community members, including homelessness statistics, the Community Plan, and housing development progress. The Toolkit also includes factsheets on Housing First, neighborhood benefits, property values, as well as information about how to get involved. The [Housing Ready Community's Toolkit](#) is available to the public on the County's OSH website.

Second, the 2020 Community Plan outlines specific strategies to change public perceptions about people who are unhoused. Incorporated in the Community Plan's goal to address the root causes of homelessness through system and policy changes, the strategies include:

- Increase community engagement in supporting affordable and supportive housing development.

- Collaborate with people with lived experience of homelessness to engage business and neighborhood associations to dispel misconceptions about homelessness.
- Proactively publicize the successful outcomes of community-based organizations in preventing and ending homelessness to garner community support.
- Create a county-wide education campaign that humanizes homelessness and offer opportunities for dialogue between housed and unhoused residents.

Another barrier in partnering is provider capacity. Although partners in Santa Clara County have committed significant resources to ending homelessness, the need for housing and services far exceeds available resources in the community. On any given night in Santa Clara County, there are approximately 10,000 people living on the streets, in shelters, or other places not meant for human habitation. Hundreds of individuals and families become homeless every month. To end homelessness, the community will need to build capacity to provide a broad array of housing and services.

In order to increase the capacity of providers, the 2020 Community Plan identifies several key strategies to continuously improve the homeless prevention and housing programs to create a state-of-the-art supportive housing system. The strategies acknowledge that serving vulnerable populations is difficult and challenging work, while identifying well-defined approaches to increasing provider capacity. Specific strategies include:

- Invest in professional development and more competitive pay to attract and retain a highly qualified workforce of homeless service provider staff.
- Incentivize hiring of people with lived experience of homelessness to reflect the client population – especially people of color and LGBTQI+ persons – and ensure people with lived experience are represented at all levels throughout the homeless system of care.
- Provide resources to build capacity to integrate best practices in service delivery, including trauma informed care and racial equity/anti-racism training, across all community partners involved in efforts to end homelessness.

3. *If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.*

5. SOLUTIONS TO ADDRESS HOMELESSNESS

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:

- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

Please note: Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Although the new [2020 Santa Clara County Community Plan](#) has yet to be finalized and adopted, the community has developed the over-arching strategies and goals for the next five years. The draft strategies include a range of clear and measurable numeric goals and targets. The new goals and targets are built upon the goals set and achieved in the previous 2015-2020 Community Plan, lessons learned over the past five years, and comprehensive input from across the community.

The first goal that HHAP will directly impact is the goal to diversify the welcoming temporary housing and shelter options available in every city in the county and increase capacity by 100%, to provide interim housing options for people awaiting permanent housing and address unmet shelter needs. As of November 2019, the supportive housing system had a so-called "baseline" emergency shelter capacity of 1,390 beds, including 389 beds that are seasonal shelter beds. Strategies within this goal include increasing new partnerships for temporary housing, which may include emergency shelter, safe places to park and access services, and even sanctioned encampments that are not swept and include hygiene and supportive services. Beyond just the total number of available shelter beds, expanded capacity includes expanded operating hours at new and existing shelters to remain open during daytime hours.

The second goal that HHAP will directly impact is to prevent homelessness for 7,000 households who are at risk by providing targeted financial assistance and supportive services through the countywide Homelessness Prevention System. Together, the CoC and County plan to commit \$8 million in HHAP funding to support the expansion of the HPS.

Lastly, HHAP funding will directly impact the community's goal to secure \$30 million in funding to prevent homelessness for those at risk of losing their housing.

Investment in efforts to end homelessness has increased over the past five years, as the CoC, County, many local cities, and private philanthropic and corporate funders have committed resources to expand housing and homelessness prevention programs. For example, in 2016, Santa Clara County residents voted to approve the \$950 million Affordable Housing Bond, to develop at least 4,800 new affordable apartments over 10 years. Similarly, in 2017, 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 combined to invest over \$4.2 million to pilot the Homelessness Prevention System, with the goal of implementing the system countywide.

The chart below details the expected impact of the CoC's HHAP funding allocation, across the CoC's proposed eligible use categories:

HHAP Eligible Use Category	# of Individuals Served Annually	% Placed into Permanent Housing
Operating Subsidies & Reserves	360	30% of participants will exit to a permanent destination
Delivery of Permanent Housing	30	40% of participants will exit to a permanent destination
Prevention and Shelter Diversion to Permanent Housing	850	95% of participants will not become homeless for 12 months following assistance
Youth Set-Aside	36**	40% of participants will exit to a permanent destination

***Note: Numbers served in the Youth Set-Aside broken out here, but also duplicated in the applicable Eligible Use Categories above.*

While these efforts have helped more than 8,800 households end their homelessness over the past five years, much more is needed to address the root causes of homelessness, ensure that residents of Santa Clara County have access to affordable housing options and necessary services, and meet the basic needs of unsheltered people. This will only be possible through continued collaboration and increased investment in both proven and innovative solutions.



**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP)
ANNUAL BUDGET TEMPLATE**

APPLICANT INFORMATION

CoC / Large City / County Name:

San Jose/Santa Clara City & County COC

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

Office of Supportive Housing

Total Redirected Funding

N/A

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Subsidies and Reserves	\$ -	\$ 616,859.45	\$ 616,859.45	\$ -	\$ -	\$ 1,233,718.90
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ 500,000.00	\$ -	\$ -	\$ -	\$ -	\$ 500,000.00
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ 4,600,000.00	\$ 4,600,000.00	\$ -	\$ -	\$ 9,200,000.00
New Navigation Centers and Emergency Shelters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 250,000.00	\$ 250,000.00	\$ -	\$ -	\$ 500,000.00
TOTAL FUNDING ALLOCATION						\$ 11,433,718.90
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ 500,000.00	\$ 225,000.00	\$ 225,000.00	\$ -	\$ -	\$ 950,000.00

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

February 11, 2020

Homeless Coordinating and Finance Council
Business, Consumer Services, and Housing Agency
State of California
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

To whom it may concern,

On behalf of the Santa Clara County Continuum of Care (CoC), the County of Santa Clara (County), and the City of San José (City), we are writing to express our support of each other's applications to the State of California's Homeless Housing, Assistance, and Prevention (HHAP) program. The CoC, County, and City are partners and collaborators in local efforts to prevent and end homelessness in the Santa Clara County region, and each jurisdiction commits to continued regional coordination and partnership in achieving our shared goals.

The CoC, County, and City have a long history of coordination and partnership. In 2014, a broad coalition of stakeholders in the Santa Clara County region, including the CoC, County, and City, participated in a comprehensive community process to create a roadmap to end homelessness. The resulting 2015-2020 Community Plan to End Homelessness set an ambitious goal of 6,000 new housing opportunities and identified innovative strategies and programs to transform the supportive housing system to achieve the shared vision of making homelessness rare, brief, and non-recurring in the Santa Clara County region. As of December 2019, 8,884 formerly homeless households (14,132 people) have been permanently housed in Santa Clara County.

Since May 2019, the community has undertaken an extensive process to update the Community Plan. Led by a Steering Committee, along with representatives from the CoC, County, and City, we have reached over 8,000 community members and convened more than 30 opportunities to engage with subject matter experts, key stakeholders, community members, and people with lived experience of homelessness. In the coming months, we will release the 2020 Community Plan to End Homelessness, with an updated set of strategies tailored for our community, grounded in evidence-based practices. The updated Plan will build upon our successes and also incorporate lessons learned over the past five years and robust community engagement across all sectors of the community.

Moreover, in preparation for HHAP funding, the CoC, County, and City have convened several meetings to discuss, plan, and review how to implement HHAP funding, ensuring that each applicant jurisdiction's spending plan accurately address their share of the regional need to address homelessness and leverages other funding sources. The partners also coordinated how HHAP funding can be utilized to meet the local needs and goals identified in the new 2020 Community Plan to End Homelessness.

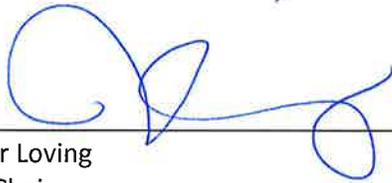
Moving forward, the CoC, County, and City commit to regular meetings to jointly plan and evaluate HHAP spending and projects. First, the CoC Board meets on a quarterly basis. The CoC Board is comprised of four Ex-Officio members including representatives from the County of Santa Clara, City of

San José, Santa Clara County Housing Authority, and Destination: Home, plus three At-Large members representing key community and CoC constituencies. Currently, the Chief Operating Officer at Destination: Home and the Housing Director at the City of San José sit on the CoC Board as Ex-Officio members representing the County and City, respectively.

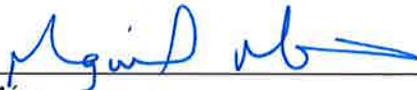
Second, the full CoC membership meets semi-annually. The CoC Membership Meeting is represented by local organizations and projects serving homeless sub-populations within Santa Clara County, including nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, and organizations that serve veterans and homeless and formerly homeless individuals. Finally, key stakeholders including representatives from the County and City meet monthly during the Operational Coordination Meeting. These monthly meetings are focused on program-level coordination across jurisdictions for emergency shelter, rapid rehousing, homelessness prevention, and basic needs services.

The CoC, County, and City are committed to an on-going partnership and to collaboratively providing housing and services to at-risk and homeless residents in our community. We appreciate the Council and the State's commitment to ending homelessness in California and urge you to give our applications every possible consideration.

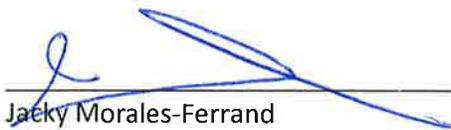
Sincerely,



Jennifer Loving
Board Chair
Santa Clara County Continuum of Care



Miguel Márquez
Chief Operating Officer
County of Santa Clara



Jacky Morales-Ferrand
Director, Housing Department
City of San José