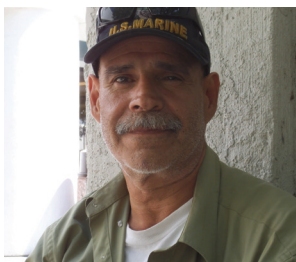
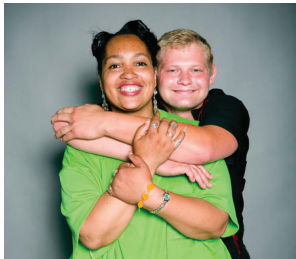


COMMUNITY PLAN TO END HOMELESSNESS IN SANTA CLARA COUNTY 2015-2020

ANNUAL IMPLEMENTATION GUIDE FOR 2015



Community Plan to End Homelessness in Santa Clara County (2015-2020)

Annual Implementation Guide for 2015

The Annual Implementation Guide (referred to as “Guide” throughout this document) for 2015 of the Community Plan to End Homelessness (referred to as “Community Plan” throughout this document) in Santa Clara County (referred to as “County” throughout this document) was developed by the Implementation Workgroup in Fall of 2014 and was informed by summits that occurred in the Spring and Summer and a community Open House in September. In addition to the action steps for the first year, this guide includes follow up action steps that will be incorporated in future annual implementation guides. It is anticipated that the guide will be a living document that will continue to adjust during the year.

Summary of Community Guide

DISRUPT SYSTEMS

1.1 Transform the Way Government Responds to Homelessness

- A. Rethink how governments and public entities organize to respond to homelessness
- B. Ensure people leaving systems do not become homeless
- C. Increase access to benefits for people who are homeless or at risk of homelessness

1.2 Include the Private Sector and the Community in the Solution

- D. Increase awareness
- E. Increase and align private resources
- F. Provide opportunities for the business sector to address homelessness
- G. Collaborate with community organizations
- H. Engage with the environmental community to reduce the environmental impacts of homelessness

1.3 Create the Best Homeless System of Care

- I. Coordinate housing and services to connect each individual with the right housing solution
- J. Respond to system barriers and service gaps by making the best use of existing assets
- K. Partner across public and private sectors to improve systemic coordination
- L. Increase provider capacity

BUILD THE SOLUTION

2 Create New Homes and Opportunities to House Homeless Men, Women, and Children

- M. Create 6,000 Housing Opportunities
- Fund supportive services for the new housing opportunities

SERVE THE PERSON

3.1 Different Responses for Different Levels of Need

- N. Provide Permanent Supportive Housing to end chronic homelessness
- O. Expand rapid rehousing resources to respond to episodic homelessness
- P. Prevent homelessness before it happens

3.2 Unique Approaches for Unique Populations

- Q. Create bridges and supports for populations who struggle to function within the homeless system of care
- R. Structure housing and services to meet the needs of young people experiencing homelessness
- S. Make resources available in all parts of the County

Annual Implementation Guide

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
	STRATEGY 1: DISRUPT SYSTEMS			
	Government			
A	<i>Rethink How Government Organizes</i>			
A1	JURISDICTIONAL COORDINATION: Get agreement from local governments to coordinate funding for homeless services and housing and to implement a coordinated housing strategy	<ul style="list-style-type: none">• Each city and public entity creates housing opportunities as stated in guide• If needed, consider other organizational structures for coordinating strategy (e.g., Joint Powers Authority)	County of Santa Clara <ul style="list-style-type: none">• All 15 cities• Public entities (Housing Authority of the County of Santa Clara (HACSC), SV Water District, Valley Transportation Authority)	<ul style="list-style-type: none">• The Community Plan is presented to and endorsed by all 15 cities and public entities• Housing production goals and a detailed housing creation plan are created (<i>See related activity M1 below</i>)
A2	INTER-DEPARTMENTAL COORDINATION: Work to coordinate efforts and establish meaningful roles and responsibilities for County departments, city departments (e.g., police, rangers, parks), and departments within other public entities in ending and preventing homelessness	<ul style="list-style-type: none">• Expand and enhance inter-departmental and inter-governmental coordination of services• Consider the formation of an Inter-departmental Council to support other specific goals of the strategic plan and to increase accountability	County Executive <ul style="list-style-type: none">• Director, SSA• Director, DBHS• County Office of Supportive Housing• Director, Ambulatory Care Health Services• HACSC• Cities	<ul style="list-style-type: none">• Service intersections and overlap among governmental departments and public entities is understood, and gaps are identified• Progress is made on developing community-wide performance measures related to homelessness

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
A3	COUNTY OFFICE OF SUPPORTIVE HOUSING: Establish the County's role in housing and homelessness by creating an Office of Supportive Housing, defining its role in creating housing opportunities, and clarifying its role in responding to homelessness	Year one work is expected to lead to identification of next steps <i>(See also other guide activities lead by County Office of Supportive Housing or Collaborative Applicant)</i>	County of Santa Clara	<ul style="list-style-type: none"> A coherent and comprehensive set of policies are developed that support the development of Extremely Low Income (ELI) and Permanent Supportive Housing (PSH) An ongoing revenue source for ELI and special needs housing is identified
A4	COST STUDY: Complete a cost study to understand the costs of homelessness on all county systems of care and use it to help analyze the long-term savings connected to meeting the targets of the Guide <i>(See related activity I1 below)</i>	<ul style="list-style-type: none"> Based on the cost study's findings, evaluate how to reinvest and redistribute local resources 	County Office of Supportive Housing/ Destination: Home <ul style="list-style-type: none"> County departments City departments (e.g. policy, fire, housing) Public Entities 	<ul style="list-style-type: none"> An analysis of the long-term savings from Guide implementation is completed (anticipated completion date of May 2015)
A5	SURPLUS LAND: Identify available government and public entity surplus land that could be used for temporary or permanent homes and begin conversations to use these properties for developments that serve homeless individuals and families	<ul style="list-style-type: none"> Continue to work with local governments and public entities to develop housing strategies for surplus land 	Destination: Home <ul style="list-style-type: none"> County departments City departments (e.g. planning, , housing, parks) Public Entities 	<ul style="list-style-type: none"> A list of all surplus lands appropriate for PSH and ELI housing is compiled A strategy for how to obtain land that sites the maximum possible units is completed

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
B	<i>No One Discharged to Homelessness</i>			
B1	<p>DISCHARGE PLANNING: Analyze and understand discharge planning procedures in:</p> <ul style="list-style-type: none"> • Jails and prisons • Foster care, and • Hospitals (mental health and general health) <p>Work to implement streamlined and consistent discharge procedures at local hospitals</p>	<ul style="list-style-type: none"> • Improve and streamline discharge planning procedures in each system of care • From discharging locations, streamline access to life stabilization resources and immediate placement in housing through coordinated assessment 	<p>Collaborative Applicant (County Office of Supportive Housing)</p> <ul style="list-style-type: none"> • County departments • City departments (e.g. policy, police, housing) • Systems of care • Hospital Council 	<ul style="list-style-type: none"> • The scope of systemic discharges to homelessness from each system of care is researched and understood, including the number of people being discharged from systems, and the resources available to help them • Confirm that all systems have policies in place regarding discharge to homelessness, and confirm that all policies and procedures are followed by staff • Improved discharge procedures and plans are in place for local hospitals, with shared available resources
C	<i>Increase Access to Benefits</i>			
C1	No planned activities in year one at this time	<ul style="list-style-type: none"> • Expand mobile integrated service teams that enable homeless persons to apply for benefits and receive a variety of services (health/behavioral health, drug and alcohol treatment, housing placement services) from one team • Consider uniform application for locally determined benefits 	<p>To be determined</p> <ul style="list-style-type: none"> • SSA 	No planned activities in year one at this time
	Private Sector/Community (1.2)			
D	<i>Increase Awareness</i>			
D1	<p>BRANDING CAMPAIGN: Conduct a branding campaign to help homelessness become more relatable to larger populations and explain how it is solvable</p>	<ul style="list-style-type: none"> • Allocate resources to support messaging adoption • Use branding as part of housing financing campaign 	<p>Destination: Home</p> <ul style="list-style-type: none"> • Universities and colleges • Community based organizations • Media 	<ul style="list-style-type: none"> • A branding campaign is launched and messaging is adopted by a wide variety of stakeholders

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
E	<i>Align Private Resources</i>			
E1	PHILANTHROPIC PARTNERSHIPS: Commitment to campaign across private funders to align funder goals, expectations, allocation of resources, and performance measures with ongoing Community Plan implementation	<ul style="list-style-type: none"> Partner with governments, public entities and providers to create innovative housing/services Create funding partnerships to achieve shared performance goals and encourage partnerships between philanthropies, governments and public entities 	TBD <ul style="list-style-type: none"> SVCF Local and National Foundations Corporate Philanthropy Silicon Valley Leadership Group 	<ul style="list-style-type: none"> Complete evaluation of the feasibility of a funding partnership and a decision is made about its form and potential partners Partnership body begins to work together toward shared outcomes
F	<i>Opportunities for Business Sector</i>			
F1	LANDLORDS: Collaborate with rental property owners in the County, both market-rate and affordable to: <ul style="list-style-type: none"> Increase available housing options and Respond to housing barriers (e.g., credit and criminal history) (<i>See related activities I1 and M1 below.</i>) 	Year one work is expected to lead to identification of next steps	Housing Authority of County of Santa Clara <ul style="list-style-type: none"> Landlords Responsible Landlord Initiative Downtown Streets Team Community based organizations 	<ul style="list-style-type: none"> Private units for all available rental subsidies are located (<i># to be added</i>) An outline of barriers to housing (<i>see Coordinated Assessment I1 below</i>) is developed, and strategies are created to respond
G	<i>Collaborate with Community</i>			
G1	APPLICATION: Develop and launch a mobile application to coordinate food donations in City of San Jose	<ul style="list-style-type: none"> Adopt technology solutions to connect community members and organizations that want to provide resources to agencies and people that need help 	City of San Jose <ul style="list-style-type: none"> Silicon Valley Talent Partnership Universities and Colleges (<i>Matthew Bahls</i>) 	<ul style="list-style-type: none"> A food application is launched to connect people who wish to donate food with those who need food

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
H	<i>Engage Environmentalists</i>			
H1	ENVIRONMENTAL IMPACTS: Engage partners and develop and use a model to reduce environmental damage caused by homeless encampments throughout the County and in all its cities	Year one work is expected to lead to identification of next steps.	Santa Clara Valley Water District <ul style="list-style-type: none">• Environmental advocates• County• Cities• Public entities	<ul style="list-style-type: none">• Outreach efforts are expanded to train and educate homeless persons as environmental stewards• Identify resources to support stewardship• The model of clearing encampments used by the City of San Jose is expanded to two additional sites in the County

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
	<i>Best Homeless System of Care (1.3)</i>			
I	<i>Connect to Right Housing Solution</i>			
I1	COORDINATED ASSESSMENT: Implement a Coordinated Assessment system through which all individuals and households seeking housing or services in the homeless system of care are assessed, prioritized, and triaged for housing and services based on their needs using data-informed assessment tools	<ul style="list-style-type: none"> • <i>Expand System</i> <ul style="list-style-type: none"> ○ Expand Coordinated Assessment system to include cross-system coordination (health care, mental health, benefits) ○ Ensure that mainstream systems of care collect and record housing status consistent with homeless management information system definitions and categories of homelessness to ensure consistent terminology • <i>Analyze and Use System Data in Decision-Making</i> <ul style="list-style-type: none"> ○ Reallocate housing resources and services to best respond to needs made apparent through Coordinated Assessment system data ○ Analyze impact of Triage Tool, and redistribute funds to support housing and services needed for such individuals ○ Identify and address barriers to temporary housing options systemically (pets, sober living, privacy, etc.) • <i>Improve Use of Housing/Service Resources</i> <ul style="list-style-type: none"> ○ Work to specifically target housing resources to the individual or family most in need of support that would succeed with that resources ○ Ensure basic needs of households are met (e.g. health care, food) ○ Develop step-down plan for people no longer in need of supportive housing (<i>See related activity N1 below</i>) 	Collaborative Applicant (County Office of Supportive Housing) <ul style="list-style-type: none"> • Housing providers • Shelter providers • Service providers • Public entities • Systems of care • Continuum of Care (CoC) Coordinated Assessment Committee • City of San Jose 	<ul style="list-style-type: none"> • Coordinated Assessment system is functioning countywide • Triage Tool (an output of the Cost Study that will indicate which individuals are likely to be most costly to the County) is implemented in housing placement decisions by coordinated assessment system • Coordinated Assessment system collects data which is analyzed to identify gaps in the system of care • Coordinated Assessment system is effective at reducing placement time and making more accurate, successful placements than current system

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
J	<i>Best Use of Existing Assets</i>			
J1	PHYSICAL ASSETS: Review physical assets of existing homeless organizations to understand their usage and financial feasibility and possible repurposing	Year one work is expected to lead to identification of next steps	Destination: Home/ City of San Jose <ul style="list-style-type: none">• County Office of Supportive Housing & Shelter Providers	<ul style="list-style-type: none">• Asset Study is complete and next steps are identified
J2	FINANCIAL ASSETS: Aligning with HUD expectations of a collaborative applicant, analyze how federal funds (including CoC, Emergency Shelter Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA), HUD Veterans Affairs Supportive Housing Program (HUD-VASH), Supportive Services for Veteran Families(SSVF), Homeless Veteran Rehabilitation Program (HVRP), Home Investment Partnerships Program (HOME), Community Development Block Grants (CDBG), Emergency Food and Shelter Program (EFSP), Veterans Affairs (VA), Department of Labor (DOL))are used locally and work with the County and cities, and other bodies distributing funds to ensure such funds are coordinated and targeted to areas of greatest need	<ul style="list-style-type: none">• Maintain annual activity of evaluating use and targeting of federal funds	Collaborative Applicant (County Office of Supportive Housing) <ul style="list-style-type: none">• CoC Board• City of San Jose	<ul style="list-style-type: none">• Financial resources are realigned and coordinated to ensure that they address the greatest needs and that allocation of funds is data driven

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
K	<i>Public Private Partnership</i>			
K1	EMPLOYMENT: <ul style="list-style-type: none"> Create and implement a countywide homelessness employment strategy to improve access to employment opportunities for homeless persons Evaluate efficacy of Social Services Agency (SSA)/Work2Future employment pilot program 	Year one work is expected to lead to identification of next steps	Silicon Valley Leadership Group <ul style="list-style-type: none"> Work2Future SSA Goodwill Downtown Streets Team Silicon Valley Talent Partnership Joint Venture Downtown Association Chambers of Commerce Buildings and Construction Trades Council South Bay Labor Council NOVA 	<ul style="list-style-type: none"> Employment study is completed and the results are evaluated for potential partnerships Work2Future and SSA Pilot program is implemented to connect clients with employment
L	<i>Increase provider capacity</i>			
L1	PSH PROVIDER/DEVELOPERS: Increase the region's capacity to develop new PSH (<i>See related activity M1 below</i>)	<ul style="list-style-type: none"> Develop pipeline of PSH 	County Office of Supportive Housing <ul style="list-style-type: none"> Destination: Home Silicon Valley Council of Nonprofit Housing Trust City of San Jose CoC Training Workgroup 	<ul style="list-style-type: none"> A scan of local nonprofit capacity to develop and manage PSH is completed If needed, outreach to developers with PSH experience to build units or train and mentor existing entities

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
L2	DATA: Create a data driven culture among homeless housing and service providers <ul style="list-style-type: none"> • Improve efforts to share, integrate, and coordinate data throughout the community, including through improving the use of and reliability of Help Management Information System (HMIS) data for decision-making • Transfer the role of HMIS Lead for Continuum of Care activities to County Office of Supportive Housing to improve coordination of data • Replace HMIS software system with a system with more capacity respond to our community needs 		CoC Collaborative Applicant (County Office of Supportive Housing) <ul style="list-style-type: none"> • Providers • Public entities • Cities • County departments • Community Technology Alliance • Silicon Valley Council of Nonprofit • HMIS 	<ul style="list-style-type: none"> • Increased use of HMIS data for decision-making at program and system levels is demonstrated. • Community-wide performance measures will be identified and a system will be created to report progress • HMIS Lead will be the County Office of Supportive Housing • HMIS software will be replaced with improved system
	STRATEGY 2: BUILD THE SOLUTION			
M	6000 Units & Related Services			
M1	6000 UNITS: Create and begin to implement a campaign that creates 6,000 new housing opportunities for homeless people, including: <ul style="list-style-type: none"> • New development (encompassing extremely low income units) • Existing units • Use of rental subsidies • Permanent supportive housing • Rapid rehousing • Innovative housing options, such as tiny houses, and • Services to support housing retention as needed in all units 	<ul style="list-style-type: none"> • Focus on development of PSH/Housing First (<i>See related activity N1 below.</i>) • Set annual targets for allocation of Housing Choice Vouchers to create housing opportunities • Create housing opportunities suitable to men and women with 290 sex offender status, by identifying potential locations and scale of housing need (<i>See also Strategy 3.2</i>) 	Destination: Home <ul style="list-style-type: none"> • Cities • County • Public entities • County Office of Supportive Housing • Housing Authority • Funding partnerships 	<ul style="list-style-type: none"> • A housing financing and development plan to create 6,000 housing opportunities is completed and implementation begins

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
M2	FUNDING: Assess, identify and plan for options to create a funding stream for the development of affordable and supportive housing	<ul style="list-style-type: none"> • Lead a campaign to create new funding mechanisms, including a potential housing bond, parcel tax, and sales tax measure • Investigate and access non-traditional funding sources and new sources of funding, like the Affordable Care Act (ACA) • Develop and implement an advocacy strategy to bring resources to the County to address housing need (e.g., 1115 to access ACA funding for services) • Implement creative efforts to use funding differently • Create collaborations with the environmental advocacy community that respond to shared goals 	Destination: Home <ul style="list-style-type: none"> • County of Santa Clara • City of San Jose • Funding partnerships • Public partners • San Jose State University 	<ul style="list-style-type: none"> • The feasibility study of the housing implementation plan is completed • The silent phase of the campaign is launched
	STRATEGY 3: SERVE THE PERSON			
	Different levels of need (3.1)			
N	<i>PSH for CH</i>			
N1	HOUSING 1000: Institutionalize and expand the Housing 1000 strategy of direct access to permanent supportive housing for chronically homeless households	<ul style="list-style-type: none"> • Develop opportunities for meaningful daytime activity for chronically homeless households • Build ability and desire of housing first tenants to move to other, less service intensive housing 	County Office of Supportive Housing	<ul style="list-style-type: none"> • The County Office of Supportive Housing assumes oversight of the coordinated assessment system and the Care Coordination Project, centralizing the access point for chronically homeless households
O	<i>RRH for Episodic</i>			
O1	CALWORKS: Implement the CalWORKS rapid rehousing program	Year one work is expected to lead to identification of next steps.	Social Services Agency <ul style="list-style-type: none"> • Emergency Assistance Network 	<ul style="list-style-type: none"> • Resources to implement the rapid rehousing model are identified

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
P	<i>Prevention</i>			
P1	PREVENTION: Build countywide prevention model and system of care, focusing on outcomes and best methods to deploy prevention resources.	<ul style="list-style-type: none"> • Build partnerships with the County Office of Education, Social Services, etc. in order to identify resources for homeless families and increase efforts relating to homeless students • Improve access to homelessness prevention resources in schools, daycare, CalWORKS, etc. • Increase capacity of the Emergency Assistance Network (EAN)to prevent homelessness • Review EAN system to determine administrative improvements and ways to understand funding necessary to increase ability to prevent homelessness 	County Office of Supportive Housing <ul style="list-style-type: none"> • Emergency Assistance Network • County Department of Education • City of San Jose • Schools • Family and youth providers • Bill Wilson Center • McKinney-Vento Education Liaison for the County 	<ul style="list-style-type: none"> • Identification of increased resources for a locally-funded Homelessness Prevention and Rapid ReHousing (HPRP) program model.
	Unique populations (3.2)			
Q	<i>Populations that need extra help</i>			
Q1	VETERANS: Participate in activities related to the federal challenge to end veteran homelessness completely by 2020	<ul style="list-style-type: none"> • Focus on other high needs populations, e.g. seriously mentally ill people • Consider tailoring services for veteran age cohorts as needs may be different for younger veterans than older ones 	Veterans Affairs <ul style="list-style-type: none"> • City of San Jose • HACSC • County Office of Supportive Housing • Housing providers • VA • SSVF & HUD VASH providers • HomeFirst 	<ul style="list-style-type: none"> • Increase housing and supportive services opportunities for veterans to match Veterans Affairs goals • Local Veterans Affairs goals and metrics, as well as information from agaps analysis, is used to make decisions and impact results

#	YEAR ONE ACTIVITIES	RELATED & FUTURE WORK	POTENTIAL YEAR ONE LEADERSHIP	POTENTIAL YEAR ONE OUTCOMES
Q2	FOOD ACCESS: Conduct food assessment to understand food landscape and develop action plan to address unmet needs	<ul style="list-style-type: none"> Ensure homeless individuals and families have access to food 	The Health Trust <ul style="list-style-type: none"> Food banks Social service agencies Farmers (understanding of food availability) Second Harvest Grocery stores 	<ul style="list-style-type: none"> A Food Access Study is completed, providing an understanding of county-wide food access and distribution and delineation of strategies to address limitations
R	<i>Young People</i>			
R1	RRH FOR TAY: Provide housing opportunities for Transition Aged Youth (TAY), including analyzing current housing opportunities and funding and evaluating a rapid rehousing program for TAY	<ul style="list-style-type: none"> Fund scholarships for homeless youth 	County Office of Supportive Housing <ul style="list-style-type: none"> Educational organizations Bill Wilson Center Unity Care Star 	<ul style="list-style-type: none"> An analysis of what is currently working and what is not working for TAY youth is completed, including improvement recommendations
S	<i>All Parts of County</i>			
S1	SOUTH/NORTH COUNTY: In implementing each of the above year one activities, focus on making and reporting on progress in all areas of the County	<ul style="list-style-type: none"> Increase access to services and benefits for residents of North and South County by making electronic interviews possible (e.g., Skype) and by expanding availability of the UPLIFT Transit Pass program (<i>See related activity C1 above</i>) 	County Office of Supportive Housing/ Destination: Home <ul style="list-style-type: none"> Emergency Assistance Network Social Security Administration 	<ul style="list-style-type: none"> Demonstrated progress in responding to homelessness in all areas of County

Implementation Guide Coordinator: CoC Board and Collaborative Applicant