



Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

ENDING HOMELESSNESS IN SANTA CLARA COUNTY

10/5/12

Key Concepts & Applications for other Priorities

Bottom Line Up Front



- **A range of housing options** are needed for client populations based on their housing need.
- **Prioritize** chronically homeless for PSH; **Triage** housing & services
- County's should be focused on increasing **extremely low income housing** and supportive housing for vulnerable populations.
- Housing is a treatment intervention that needs to be implemented in direct support of county operations: **control the access.**

A Range of Housing Options

- Vary in duration
- Type Mix
- Key Factors
 - Potential income and employability
 - Disabling conditions
 - Duration of Homelessness
 - Number of times homeless

Overview of Homelessness in SCC

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- 18,000 – 28,000 unduplicated individuals annually
- In a given night, approximately 7,067 individuals
- African Americans are 7 – 9 times overrepresented
- Asian Americans are 5 – 8 times underrepresented
- 75% lived in the County when they became homeless
- Veterans are about 10%
- 1/3 – 2/3 Rule
 - ▣ Women / Men
 - ▣ Sheltered / Unsheltered
 - ▣ Persons in Families / Individuals

Evolution of Homeless Solutions



- Continuum: emergency, transitional, permanent, affordable, “after care”
- Solutions based on household composition: seniors, families with children, unaccompanied youth, single men and single women
- Specific Demographic: Veterans, AB109, foster youth

Cold Weather Shelter Program Impact?

Client Date Added	All Clients
2,004	239
2,005	184
2,006	149
2,007	241
2,008	148
2,009	177
2,010	205
2,011	97

SV Armory
FY10-11: 1,440 Unduplicated
7% New to HMIS

GL Armory
FY10-11: 637 Unduplicated
11% New to HMIS

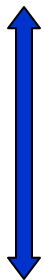
Client Date Added	All Clients
2004	114
2005	64
2006	45
2007	90
2008	74
2009	85
2010	97
2011	68

	2011 Census & Survey	FY11 SV Armory	FY09, FY10, & FY11 SV Armory
Experience homelessness previously	47.8%	93%	74%

Homeless Populations Stratified by Housing Need

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- **ELI, with 50% having no income at all (earned or unearned);** Primary cause of homelessness is lack of income & access to affordable housing.
- 50% - move out of homelessness quickly
 - ▣ Similar to other ELI households but have significantly less support systems
 - ▣ Temporary Housing Support, Employable
 - ▣ Require access to safety net services, prevention and rapid re-housing
- 35% - episodically homeless
 - ▣ Require regular use of support services initially
 - ▣ Transitional housing with supportive services, Employable
- 15% - chronically homeless (1/3 of PIT Count; est. 2,500 individuals in SCC)
 - ▣ Severe and persistent disabling condition
 - ▣ Low probability of self-sufficiency through earned income
 - ▣ Long-term or permanent housing assistance, utilization of specialty treatment and supportive services



Examples

- Who is the Target Population for SCC's AB109 Rental Assistance Program?
 - 6- or 12-month rental subsidy; 25-50 clients
 - Available only while under supervision
- Santa Clara County Seniors Agenda
- Out-of-Home Placements

County Vested Interest In:

- Ensuring adequate supply of housing for extremely low income (ELI) households (30% Area Median Income)
- Ensuring adequate supply of permanent supportive housing (15% AMI with services) for vulnerable populations especially the chronically homeless

Why We Care



- Homelessness is an extreme manifestation of poverty. The lack of stable, affordable housing reduces the effectiveness of county services. In its most severe form, chronically homeless individuals exert an extraordinary and disproportionate burden on public services.
- SCC 2002 Housing Task Force Report: “The lack of coordinated internal and regional solutions directed at addressing the housing crisis is hindering the County’s ability to effectively and efficiently deliver services.”

Area Median Income Thresholds and Federal Poverty Levels

Section 8 Income Limits Effective June 21, 2011	1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons	7 Persons	8 Persons
30% of Area Median Income (Extremely Low)	\$21,800	\$24,900	\$28,000	\$31,100	\$33,600	\$36,100	\$38,600	\$41,100
50% of Area Median Income (Very Low)	\$36,300	\$41,450	\$46,650	\$51,800	\$55,950	\$60,100	\$64,250	\$68,400

48 Contiguous States and the District of Columbia

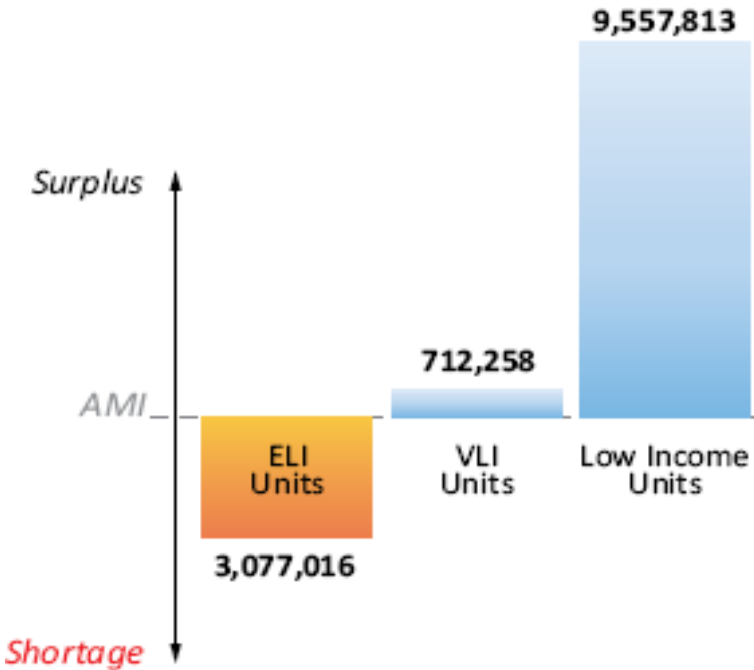
Family Size	% Gross Yearly Income									
	25%	50%	75%	81%	100%	133%	175%	200%	250%	300%
1	\$2,793	\$5,585	\$8,378	\$9,048	\$11,170	\$14,856	\$19,548	\$22,340	\$27,925	\$33,510
2	\$3,783	\$7,565	\$11,348	\$12,255	\$15,130	\$20,123	\$26,478	\$30,260	\$37,825	\$45,390
3	\$4,773	\$9,545	\$14,318	\$15,463	\$19,090	\$25,390	\$33,408	\$38,180	\$47,725	\$57,270
4	\$5,763	\$11,525	\$17,288	\$18,671	\$23,050	\$30,657	\$40,338	\$46,100	\$57,625	\$69,150
5	\$6,753	\$13,505	\$20,258	\$21,878	\$27,010	\$35,923	\$47,268	\$54,020	\$67,525	\$81,030
6	\$7,743	\$15,485	\$23,228	\$25,086	\$30,970	\$41,190	\$54,198	\$61,940	\$77,425	\$92,910
7	\$8,733	\$17,465	\$26,198	\$28,293	\$34,930	\$46,457	\$61,128	\$69,860	\$87,325	\$104,790
8	\$9,723	\$19,445	\$29,168	\$31,501	\$38,890	\$51,724	\$68,058	\$77,780	\$97,225	\$116,670

All Active GA, Homeless, Disabled, and combined Disabled-Homeless Individuals for FY08; FY09; FY10; and FY11

Individual Count

	All Active Individuals	Homeless Individuals	Disabled Individuals	Disabled & Homeless Combined
FY08	6965	2790	1384	461
FY09	7768	3742	1435	533
FY10	8739	4843	1499	696
FY11	9579	5428	1606	753
Avg.	8263	4201	1481	611

Not all Affordable Housing is the Same



**Build or create
extremely low
income housing**

Figure
Shortage and Surplus of Units
by Income Threshold

Source: Pelletiere, D., National Low Income Housing Coalition, 2009

SCC's Unmet ELI Housing Need

TABLE 2: Housing Need and Funding, 2005–2024

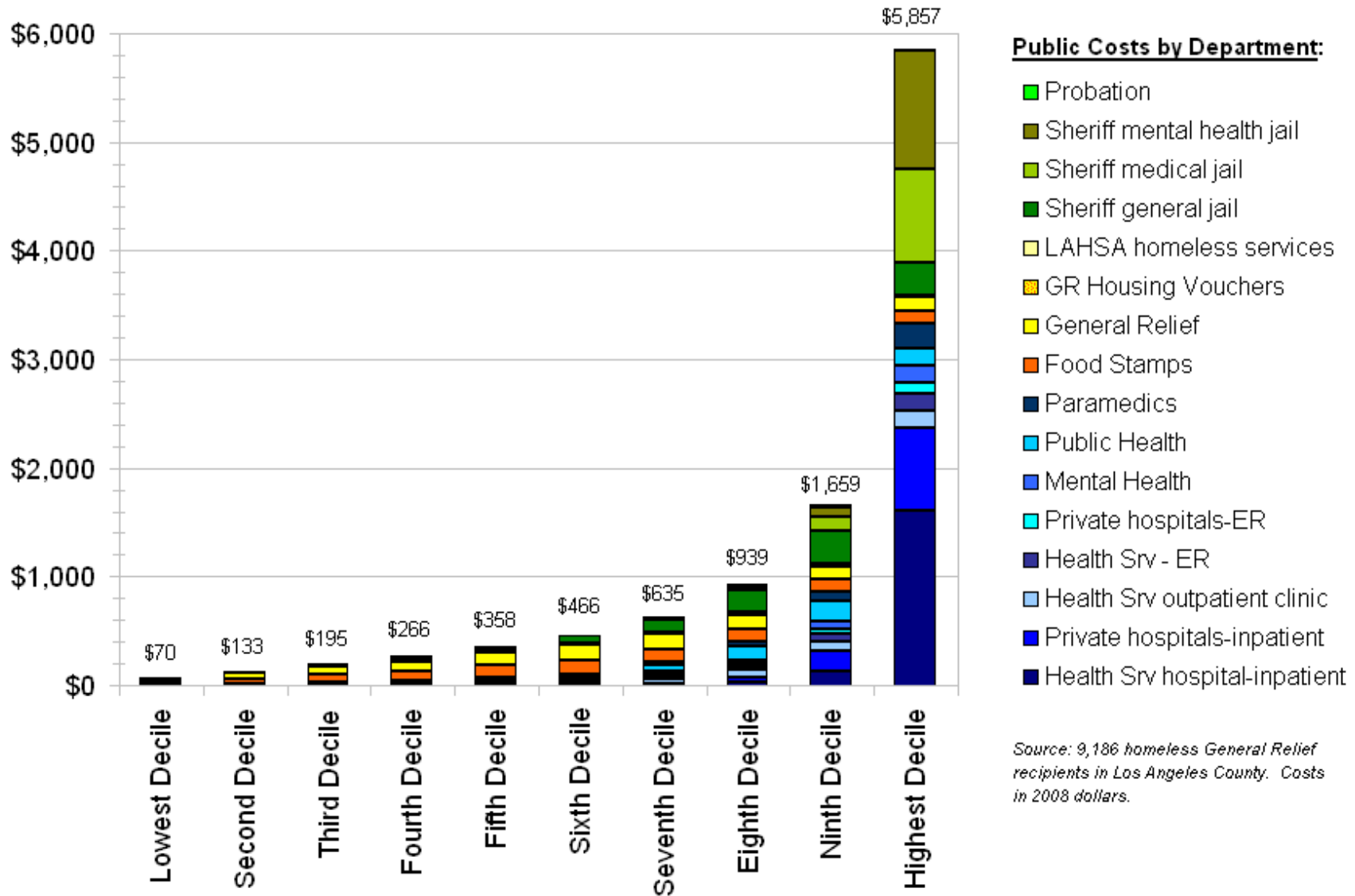
	ELI (0–30% AMI)	VLI (31–50% AMI)	LI (51–80% AMI)	MOD (81–120% AMI)	Total
Gross/Total Need	42,483	12,978	13,260	22,187	90,908
Planned Production	8,119	10,148	16,237	19,089	50,616
Unmet Need	34,364	2,830	-	3,098	40,292
Funding Gap*	\$3,780,040,000	\$198,100,000	\$0	\$154,900,000	\$4,133,040,000

*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.

LA County— “Where We Sleep”

Average Monthly Costs by Decile for Homeless Single Adults



Source: 9,186 homeless General Relief recipients in Los Angeles County. Costs in 2008 dollars.

Prioritizing Scarce Housing & Service Resources: Are all chronically homeless people the same?

Vulnerability 0 = no risk factors

Housing 1000 Vulnerability Index:

- Assesses Risk for Death
- Prioritizes Length of Time Homeless
- Self-Reporting appears valid

Strengths:

- Captures “all” homeless
- May reduce deaths
- Infrastructure for use
- Part of national campaign

Vulnerability Index: 1 – 8
Risk Factors

10th Cost Decile:

- System Based
- County Services

Strengths:



- Improves County Services
- Maximize public funds
- More SMI

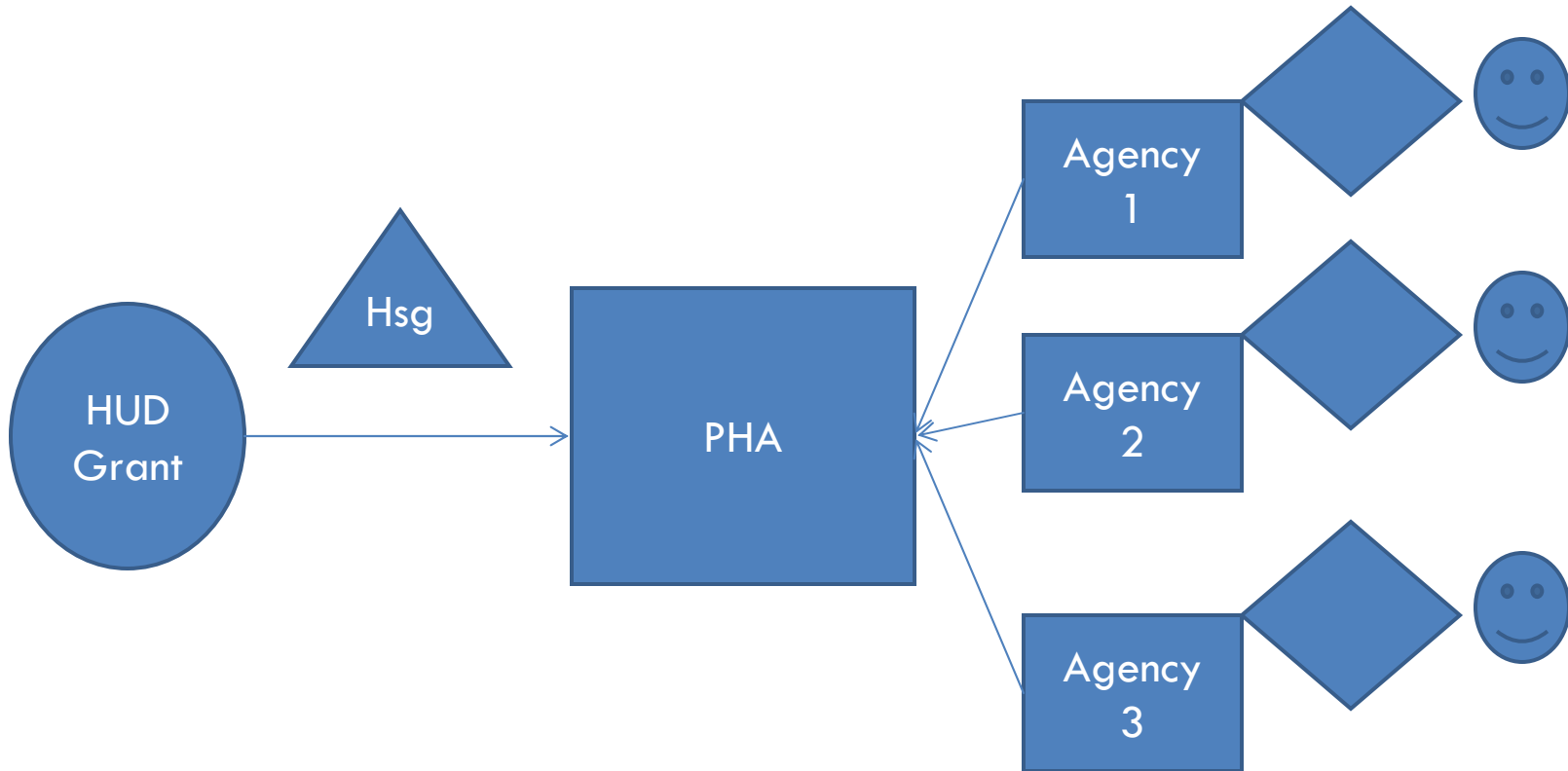
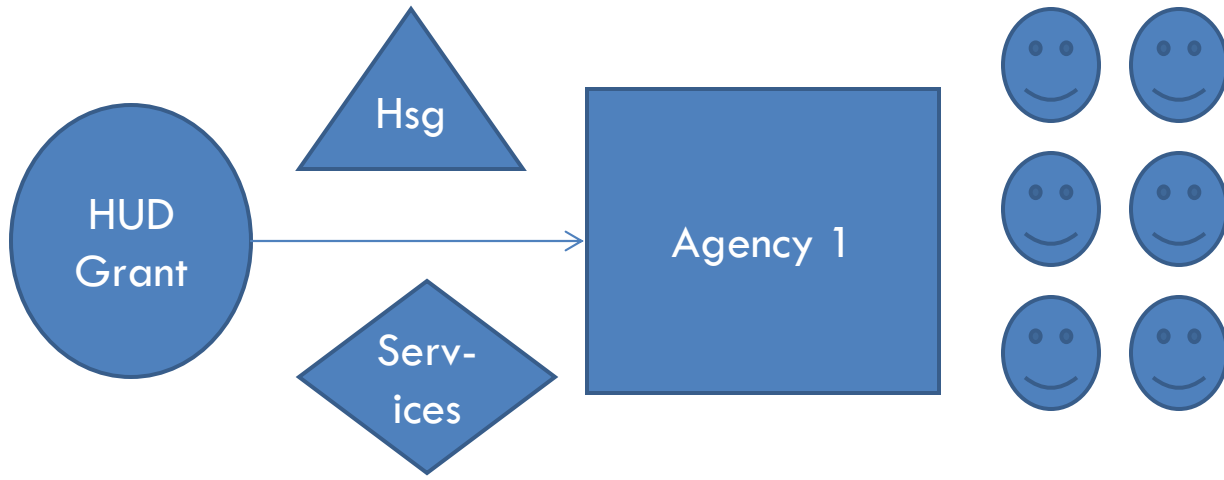
Predicts
10th Decile

Triage
Screening
Tool

How to Prioritize Among the CH?

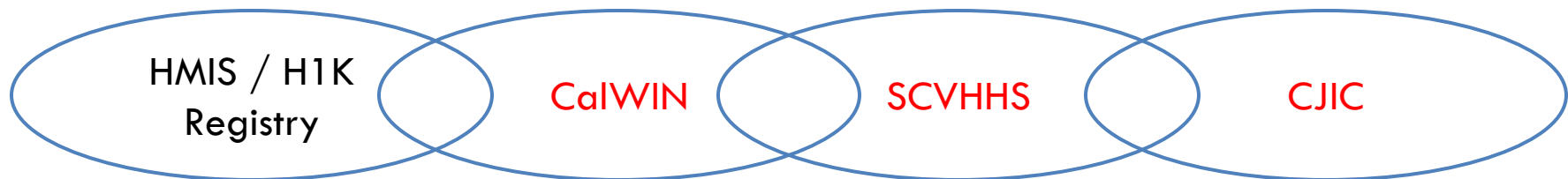
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Readiness	Methods	Accuracy
High  Low	Vulnerability Index Survey (VIS)	Low  High
	Referrals by Department	
	LA County Triage Tool	
	Triage Tool (Santa Clara County)	



CCP Status – Core Building Blocks

Outreach (General), Specialized Engagement (Targeted, Special Needs), **Gate-Keeper Institutions**



Housing

- 15% AMI
- ARF/E Options
- Permanent, TIP
- Shared
- Subsidies
- Scattered Site
- Master Lease
- Deposits

ICM

- 1:20
- Housing First
- HMIS
- Evaluation Matrix

Medical Home & Specialty Services

- VHHP or PACE
- CWBC, MHUC
- Social Detox
- Methadone

Benefits Assistance

- GA
- CalFresh
- SSI
- Medi-Cal
- LIHP
- VA Benefits

Recovery Services

- Peer Support
- Volunteering
- Food Options
- Self-Help
- Social Networks

Hsg Wkgrp

H1K Services Work Group

So What's the Problem?

100K Homes Model

Build the Local Team

Clarify the Demand

Line Up the Supply

Move People into Housing

Help People Stay Housed

History of Response

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- Continuum of Care and “The Collaborative”
- 2002: County Housing Task Force → OAH
- 2005: 10-Year Plan to End Chronic Homelessness
- 2007: Housing Silicon Valley Report
- 2008: Report by the Blue Ribbon Commission → “Destination: Home”
- 2010-11: Destination: Home Leadership Board
 - ▣ Focus on long-term permanent solutions
 - ▣ Collective Impact; Public-Private Partnership
- 2011: Housing 1000 Campaign
- 2012: HEARTH



Collective Impact



- Collective vs. isolated impact
- Adaptive vs. technical problem
- 5 Conditions of Collective Success
 - ▣ Common Agenda
 - ▣ Shared Measurement System
 - ▣ Mutually Supporting Activities
 - ▣ Continuous Communication
 - ▣ Backbone Support Organization

ENDING CHRONIC HOMELESSNESS IN SILICON VALLEY



Destination: Home
Housing Our Community

THE SYSTEM TODAY

Services are fragmented and more focused on managing homelessness than *ending* it.

CHANGING THE SYSTEM

Destination: Home is working with our partners to end chronic homelessness starting with Housing 1000.

The chronically homeless are *the* most vulnerable.

They are living in a place unsuitable for habitation or a shelter for:

1 continuous year or **4x** in **3** years and are living with a disability.¹

They cycle in and out of disconnected services and life on the street.



STREAMLINING SERVICES

Coordinating and focusing services on housing prioritization and stabilization.

INCREASING THE SUPPLY OF DEDICATED HOUSING UNITS

Working across sectors to leverage new permanent housing and subsidies for chronic homelessness.

MEASURING OUR IMPACT

Demonstrating our results.

In Santa Clara, 30% of the homeless are chronic.

2,520
chronically homeless

7,045
homeless on a given night²



Average life expectancy for a chronically homeless person is **47** years.

Ending chronic homelessness saves money.

The national cost of a chronically homeless person on the streets can be 3x more expensive than the cost of permanent housing.³

\$16k

PERMANENT HOUSING

Annual cost to house

VS.

\$60k

HEALTH CARE

JAIL

SHELTERS

Annual cost on the streets

- 1 Create a single point of entry for the most vulnerable chronically homeless

IN PROGRESS

- 2 Fund our partners to provide intensive case management services.



- 1 Secure 1,000 units or equivalent by 2013.

430 homes secured to date



- 1 Create and fund a data analysis team in partnership with the County of Santa Clara, Community Technology Alliance and Economic Roundtable.

IN PROGRESS

- 2 Conduct a year long study to document cost savings.

IN PROGRESS

- 3 Leverage new resources.
\$5M raised-to-date

SOURCES: (1) US Dept. of Housing and Urban Development, "Defining Chronic Homelessness: A Technical Guide for HUD Programs," (2007): 3; (2) 2011 Santa Clara County Homeless Census and Survey; (3) The Institute for Metropolitan Studies, San Jose State University "Housing Silicon Valley: A 20 Year Plan to End Affordable Housing Costs," (2007).