

West Valley Homeless Services

Feasibility Study

Cities of Campbell, Cupertino, Monte Sereno,
and Saratoga, and Town of Los Gatos

January 26, 2026



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West Valley Homeless Services

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January 26, 2026

Executive Summary

The West Valley Homeless Services Feasibility Study analyzes potential policy and program responses to address homelessness in the West Valley area, including the Cities of Campbell, Cupertino, Saratoga, and Monte Sereno and the Town of Los Gatos. While homelessness is a complex problem, investing in proven strategies can have considerable positive impact on people experiencing homelessness and the community at large.

Key Recommendations

- 1. Adopt a formal implementation plan:** Develop and adopt a West Valley Area homelessness response implementation plan that includes an aspirational vision, clear goals and objectives, programs tailored to population segments, plans for near- and long-term outcomes, and leverages existing programs.
- 2. Sustain and strengthen what works:** Use the tools available to local governments to ensure the continuation of existing services with a proven track record, including homelessness prevention and expanding affordable housing.
- 3. Prioritize additional investments in programs with high feasibility and impact.** These include homelessness prevention and rental assistance; case management; rapid rehousing; permanent affordable housing; health and mental health care; food, showers, and laundry; opportunity funds; and reunification programs.

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4. **Cultivate partnerships at all levels:** Deploy a “whole of society approach” to engage governments, the private sector, civil society, individuals, and communities. Establish a formal West Valley homelessness response task force to set goals and monitor progress.
 5. **Engage with people who have experienced homelessness:** Identify ways for individuals who have experienced homelessness to meaningfully participate in program design, implementation, and evaluation.
 6. **Align with the Community Plan to End Homelessness:** Demonstrate alignment with the plan’s goals to address the root causes of homelessness, improve the quality of life for unsheltered individuals, create healthy neighborhoods for all, and expand homelessness prevention and housing programs.
 7. **Identify funding:** Explore creative funding approaches to support homelessness response programs.
 8. **Support neighborhood health, safety, and cleanliness:** Address quality-of-life issues for the entire community.

Homelessness Response Programs Summary

The Feasibility Study categorizes the overall program landscape into six categories: homelessness prevention, outreach and case management, immediate needs, shelter and parking, interim and transitional housing, and permanent housing. When implemented specific programs may span multiple categories or may be more narrowly tailored than the general program typologies presented here. A summary of a potential homelessness response environment for the West Valley area is presented in Figure 1.

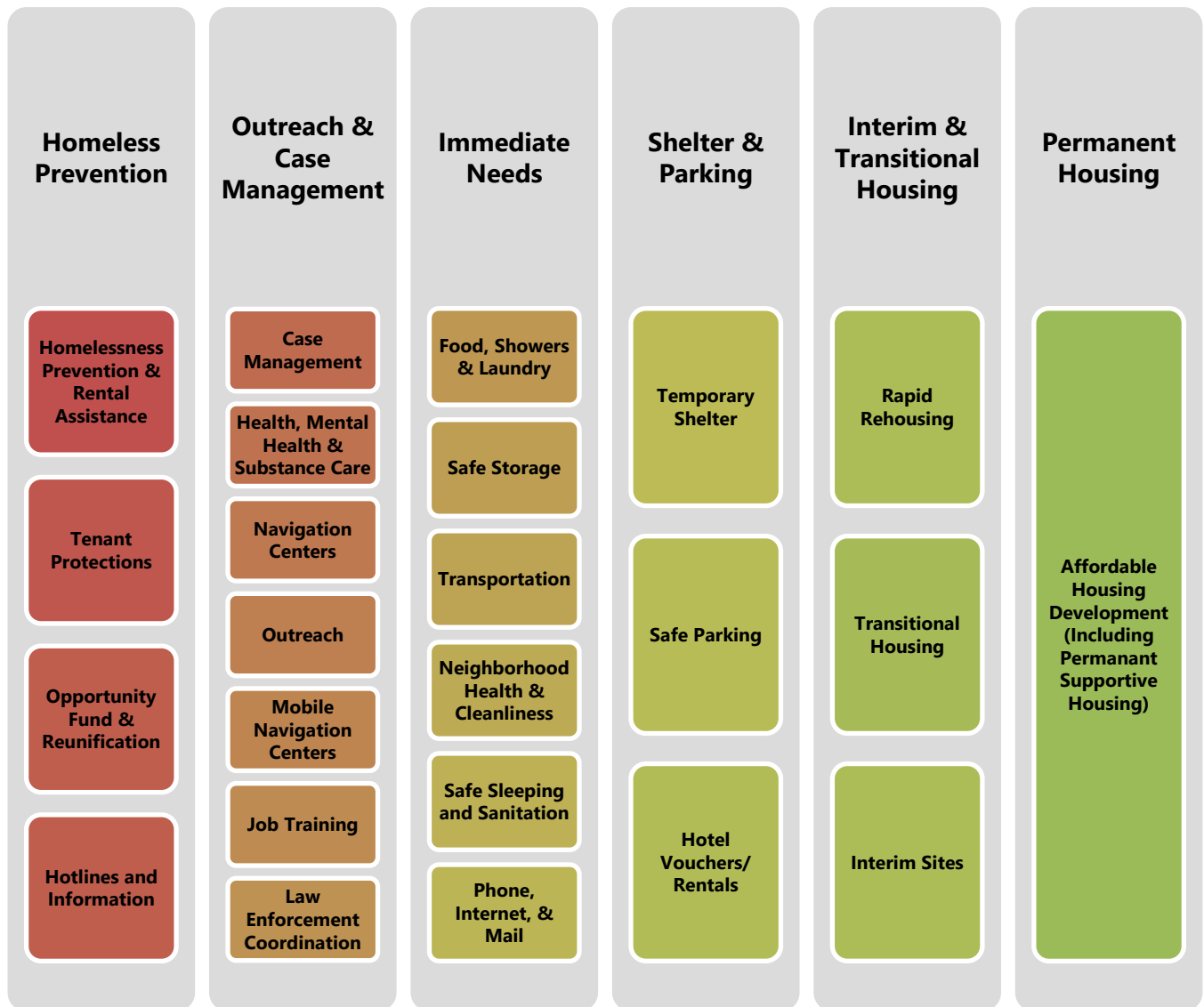


Figure 1. Homeless Response Programs Summary

Background

Following a brief description of the Feasibility Study methodology and an overview of the key findings from the Needs Analysis report, this document provides an analysis of the feasibility of several potential expanded service options and a set of additional strategy and policy recommendations and options.

Feasibility Study Methodology

The Feasibility Study relies upon interviews with key stakeholders, a review of existing homelessness response plans, and is complemented by insights on best practices and other research. More than thirty-five interviews with service providers, public agency representatives, subject matter experts, and currently unhoused individuals were conducted as part of the needs analysis and feasibility study phases of this project. Additional community input was received during the [August 4, 2025, Campbell City Council Meeting](#) regarding the needs analysis.

Select Findings of Needs Analysis Report

The West Valley Homeless Services Feasibility Study builds directly upon the needs and gaps identified in the associated Needs Analysis report, which is attached to this study and available on the City of Campbell's website¹. Both phases of the project were developed following the City of Campbell's allocation of \$100,000 in American Rescue Plan Act (ARPA) funds to conduct a homeless needs analysis and feasibility study for the West Valley area. In December 2024, the City contracted with Good City Company to conduct a needs analysis and feasibility study, and in Spring 2025, the West Valley jurisdictions entered into a memorandum of understanding, recognizing that homelessness is a regional challenge and best addressed collaboratively.

The Needs Analysis report summarized the status of homelessness in the West Valley area using available quantitative data, a literature review, and outcomes of interviews with key stakeholders. Key findings of the needs analysis:

- **Homelessness is a serious problem:** At least 524 individuals across 322 households were counted as unhoused in the West Valley area in 2024. About 40% of the

¹ West Valley Homeless Services Feasibility Study - Needs Analysis Report. City of Campbell, California, July 24, 2025. <https://www.campbellca.gov/AgendaCenter/ViewFile/Agenda/08042025-3124#page=228>.

population (214) sought shelter or services for the first time in 2024 while 51% have been unhoused for two or more years.

- **Homelessness is not one size fits all:** While there are many unhoused individuals who visibly live on the street, there is also a large population who are living in their cars or in transitory sleeping arrangements that are hidden and not visible.
- **Families and youth:** At least 38% of the unhoused population in the West Valley area consists of unaccompanied youth and families with children.
- **Homelessness affects us all:** Homelessness impacts all members of the community, not just those who are unhoused. The effects on housed residents, the economy, and local government services are substantial.
- **Services and housing work:** Permanent housing is critical and saves funds in the long run, although expensive and time-consuming up front. Immediate services can be as important as housing.

The Needs Analysis report also provides an overview of the state of homelessness today, analysis of policy context, quantitative needs analysis, description of existing programs, services, a gap analysis, conclusions, and an extensive list of resources and materials consulted.

Key gaps are identified below. The Needs Analysis report provides a detailed assessment of gaps in services and programs.

- Affordable permanent housing
- Shelter capacity and location
- Interim housing and safe parking
- Case management and outreach capacity
- Healthcare, mental health, and substance use
- Other: Safety, Geography, Transportation, Connectivity, Secure Belongings

A high-level summary of the existing services in the West Valley area is provided in the table below. Please see the Needs Analysis report for additional information regarding each of the programs noted in the table.

Service Type	Jurisdiction	People or Clients Served Annually (Approx)*
Case Management	Cupertino	75
	Campbell, Los Gatos, Saratoga	22
Outreach	Saratoga, Campbell, Los Gatos	25
	Campbell	133
Hotel Vouchers/Rentals	Los Gatos	14
	Campbell	12 (see notes)
Safe Parking	Campbell	20 (13/night)
	Saratoga, Cupertino	20
Food & Clothing Distribution, Laundry, Showers	Los Gatos (29)	29
Countywide Shelters, Transitional Housing, and Case Management	All WV-affiliated clients	94
Countywide Temporary Housing and Services for Youth	All WV-affiliated clients	18
Countywide Homeless Healthcare Programs	All WV-affiliated clients	Data not available

*Table 1. Existing Homelessness Response Services Summary. Notes: descriptions of the services are included in the Needs Analysis report and summarized in the homelessness response programs descriptions in the following feasibility analysis section. Campbell's new inclement weather hotel voucher program was used for a total of 57 individual room nights by approximately 12 clients during its initial six-week operation. *In some cases, a couple or family with dependents are considered a single client in the data available.*

2025 Point-in-Time Homeless Count

The 2025 Point-in-Time (PIT) Count, conducted by volunteers and coordinated by OSH, was carried out on the mornings of January 22 and 23, 2025, with the countywide PIT numbers being released in June 2025. The count shows that the number of people experiencing homelessness rose by 8.2% when compared to the 2023 PIT count. The number of unhoused individuals in Santa Clara County has risen from 9,903 in 2023 to 10,711 in 2025. This trend of increasing homelessness aligns with the observations made by the County of Santa Clara Office of Supportive Housing and County homelessness experts over the past few years. The Bay Area continues to experience an increase in people entering homelessness compared to those exiting. Factors such as the limited availability of affordable housing, wage disparities, and

structural inequalities (poverty, wealth inequality, stigmatization) all contribute to homelessness in the Bay Area, including in Santa Clara County.

The table below compares the 2025 PIT count totals for each of the five West Valley jurisdictions to the 2023 PIT count numbers, along with the corresponding increase or decrease. Only the Town of Los Gatos saw a decrease in the number of unhoused. Other jurisdictions, such as Cupertino and Saratoga, have seen a measurable increase in the number of unhoused individuals, while the City of Campbell has seen a 15% increase.

Jurisdiction	2023 PIT Count	2025 PIT Count	% Increase
Campbell	92	108	15%
Cupertino	48	101	52%
Los Gatos	81	27	-200%
Monte Sereno	0	0	0%
Saratoga	0	19	100%
Total	221	255	13%

Table 2. 2025 and 2023 Point-in-Time Counts

Statewide, preliminary data shows that the number of unhoused individuals has decreased by 4.3%, with a 4% decrease in total homelessness and a 9.5% reduction in unsheltered homelessness. Results vary by region; as mentioned earlier, Santa Clara County saw an 8.2% increase from 2023 to 2025, while Sonoma County reported a 22.6% decrease.

Feasibility Analysis

Homelessness Response Programs Overview

The overall program landscape is broken into six categories in this study: homelessness prevention, outreach and case management, immediate needs, shelter and safe parking, interim and transitional housing, and permanent housing. The following sections describe the categories, and the potential services provided within each. The following sections describe the categories, and the potential services are provided within each.

Each potential program is ranked with a feasibility score and an impact score as indicated in the table below. The impact score is a composite of three indicators: scale of the current gap, short-term impact, and long-term impact. The feasibility score is a composite of five indicators: cost savings, cost, external funding likelihood, level of difficulty to implement, and the level of established implementation partnerships. In addition to the composite scores in the table below, a detailed table including each program and indicator is included as an attachment.

Programs by Type	Impact Score	Feasibility Score
Prevention		
Homelessness Prevention & Rental Assistance	Highest	Highest
Opportunity Fund & Reunification	High	Highest
Hotlines & Information	Moderate	Highest
Tenant Protections	Moderate	High
Outreach & Case Management		
Case Management	Highest	High
Health, Mental Health & Substance Care	Highest	High
Navigation Center	Highest	Moderate
Job Training	Moderate	Highest
Outreach	Moderate	High
Mobile Navigation Center	Moderate	High
Law Enforcement Coordination	Moderate	Moderate
Immediate Needs		
Food, Showers & Laundry	High	Highest
Phone, Internet, & Mail	Moderate	Highest
Safe Storage	Moderate	High
Transportation	Moderate	High
Neighborhood Health & Cleanliness	Moderate	Moderate
Safe Sleeping & Sanitation	Moderate	Moderate
Shelter & Parking		
Temporary Shelters	Highest	Moderate
Safe Parking	High	Moderate
Hotel Vouchers/Rentals	Moderate	Highest
Interim & Transitional		
Rapid Rehousing	Highest	High
Transitional Housing	Highest	Moderate
Interim Sites	High	Moderate
Permanent Housing		
Permanent Affordable Housing	Highest	High

Table 3. Homeless Response Programs and Scores by Program Type

The diagram below provides graphic representation of each of the potential programs organized by its respective impact score and feasibility score. Programs with a higher feasibility score are in the greener shaded columns toward the right-hand side. Programs with a higher impact score are in the greener shaded rows toward the top.

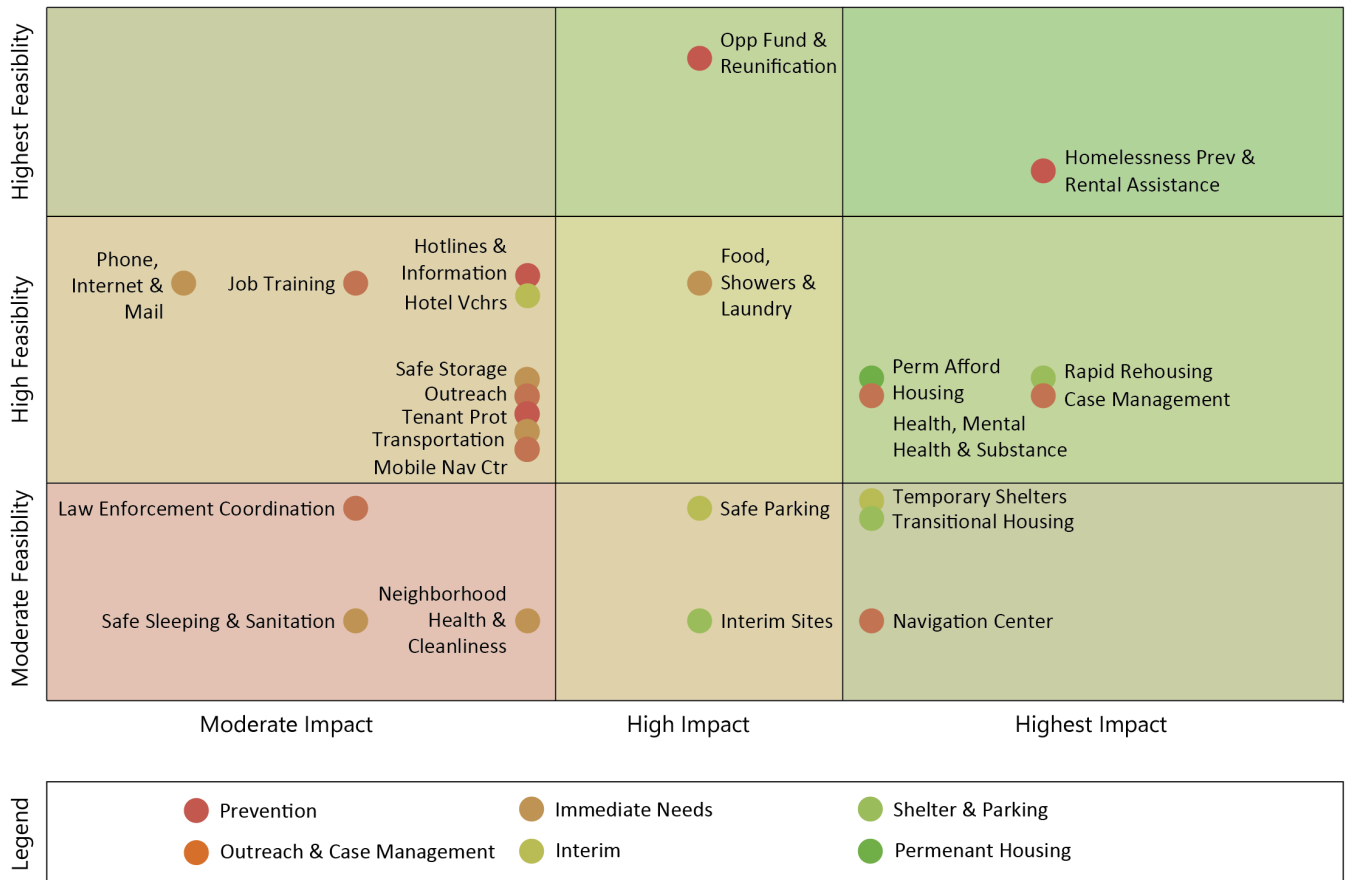


Figure 2. Homelessness Response Programs Matrix by Impact and Feasibility Scores

Prevention Programs

Prevention Programs by Impact and Feasibility		
Programs	Impact Score	Feasibility Score
Homelessness Prevention & Rental Assistance	Highest	Highest
Opportunity Fund & Reunification	High	Highest
Hotlines & Information	Moderate	Highest
Tenant Protections	Moderate	High

Figure 3. Prevention Programs by Impact and Feasibility

Prevention programs provide financial aid and support services to individuals and families at risk of losing housing to avoid homelessness and its negative impacts. Services often include one-time rent or utility assistance, help with move-in costs such as security deposits, legal assistance for evictions, and referrals to other community resources. These programs provide stability and prevent long-term homelessness.

Homeless Prevention and Rental Assistance

Homeless prevention programs assist those at risk of becoming homeless. This can come in the form of emergency rental assistance to help the tenants meet their rent for a short period of time, help with moving costs and rental payments to move to a more affordable unit, and free legal assistance for evictions. The Santa Clara County Homelessness Prevention System (HPS) program assists low-income families or individuals who are at risk of losing their housing in the form of flexible rental assistance, case management, legal services, and other support services through a network of approximately twenty community-based providers.

Free or low-cost tenant legal services are also available throughout Santa Clara County to help with impending or wrongful evictions. Project Sentinel, the Law Foundation of Silicon Valley, Bay Area Legal Aid, and the Santa Clara County Superior Court Self-Help Center offer these services to eligible tenants. However, resources are limited and not sufficient to meet the needs.

Opportunity Fund and Reunification

An Opportunity fund would allow for “just-in-time” small grants to unhoused individuals or families for rental application fees, bus or airline fare for family reunification, gas money, or a hotel night stay. The ability for a case manager, service provider, or agency to use such funds was raised by several stakeholders as an important resource. It is important that the funding be easily accessible and that there be established rules for the use of the funds and disbursement. The South Bay Cities Council of Governments in Los Angeles County successfully established a similar fund allowing local jurisdictions to help with small costs. Jurisdictions could create their own fund, administered by a non-profit, or participate in a similar program funded by the County of Santa Clara and administered by the Bill Wilson Center called the Here4You hotline. Interested jurisdictions could provide funding to the Here4You hotline specifically for its residents and specific situations.

Hotlines and Information

Many communities maintain homelessness hotlines and publish online and printed informational resource guides with phone numbers, websites, and physical locations of available services printed. The Here4You hotline matches callers to emergency shelters, including transportation to the shelters. In addition to referrals for openings at emergency shelters, the staff will also help those seeking rental assistance by directing them to additional Homeless Prevention Services in the Santa Clara County region. The Here4You hotline can be accessed at (408) 385-2400, from 9:00 AM to 7:00 PM, seven days a week. The Santa Clara County Homelessness Prevention System maintains a county-wide website, <https://preventhomelessness.org>, and flyer, as well as a centralized hotline for accessing services (408) 516-5100. An example of their flyer is included as an attachment to this document.

The United Way of Santa Clara County also offers assistance through its Emergency Assistance Network (EAN), which brings together local nonprofits to deliver coordinated support for those facing urgent needs. The Emergency Assistance Network (EAN) provides a variety of services to prevent homelessness and act as a safety net for residents facing eviction, utility disconnection, and hunger. The EAN helps families and individuals recover from emergencies, often providing case management and financial education along with referrals for food, rent and mortgage assistance, utility assistance, medical, and transportation aid. The network refers people to the closest local agency

based on zip code, ensuring faster, more personal support. The United Way leads this collaborative network by coordinating fundraising and advertising the program. Four of the West Valley cities use West Valley Community Services (WVCS) as the network coordinator while Campbell's network coordinator is Sacred Heart Community Services.

Tenant Protections

Tenant protections are tools cities can use to prevent homelessness. Several Bay Area jurisdictions go above and beyond the California Tenant Protection Act of 2019 (AB 1482) and the State Density Bonus Law to provide protections. The California Tenant Protection Act of 2019 (AB 1482) is a statewide law that limits annual rent increases to 5% plus the regional CPI (or 10% maximum) and requires a landlord to have "just cause" to evict tenants after one year of tenancy. The law applies to most properties in California but has several exemptions, including newly built housing (under 15 years old), single-family homes owned by individuals, and owner-occupied duplexes or units.

The Cities of Redwood City, Mountain View, and San Jose all have tenant protection ordinances or programs, which provide displaced tenants with relocation assistance if the tenant is of low or very low income. The programs are all administered by city staff with additional contracts with relocation specialists, who interview the tenants and decide the relocation benefits. The costs for relocation benefits are paid for by the property owner or developers, and the cities usually have housing staff administer the program. These tenant protections have been successful and prevent homelessness in these cities by providing relocation for displaced tenants. The tenants are assisted by relocation specialists who provide them with a list of available units and assist the displaced tenants in securing relocation funds from the property owners displacing them.

Outreach and Case Management Programs

Outreach & Case Management Programs by Impact and Feasibility		
Programs	Impact Score	Feasibility Score
Case Management	Highest	High
Health, Mental Health & Substance Care	Highest	High
Navigation Center	Highest	Moderate
Job Training	Moderate	Highest
Outreach	Moderate	High
Mobile Navigation Center	Moderate	High
Law Enforcement Coordination	Moderate	Moderate

Figure 4. Outreach and Case Management Programs by Impact and Feasibility

Outreach programs connect with individuals experiencing homelessness in the community to assess their needs, while case management provides personalized support, goal planning, and referrals to services like shelter, housing, healthcare, and benefits. Outreach teams engage and build trust with unhoused individuals, often those living in unsheltered locations, to link them to the broader coordinated system and essential resources, while case managers then work with those individuals to develop a plan, set goals for finding employment and housing, and achieving self-sufficiency.

Permanent housing has long been seen as the best way to end homelessness. Methods of providing permanent housing can be found in the permanent housing section of this report. Case management is a core component of homelessness prevention and is discussed in the outreach and case management programs section below.

Case Management

Case management helps unhoused people and families by providing individualized support and resources to achieve housing stability. The case manager works with the unhoused client to set goals with the ultimate aim of being housed. This means they may work with individual clients on employment opportunities, mental health stability, addiction recovery, etc. Currently, the West Valley cities rely primarily on “soft-touch” case management from West Valley Community Services, services provided by Amigos de Guadalupe (funded by OSH) at safe car parking sites, and some housing focused case management from OSH at certain faith-based locations during the housing screening process. The City of Campbell’s Unhoused Specialist performed outreach to the Campbell unhoused population and was able to perform some additional services that

bridged into what would typically be considered be case management for approximately twenty individuals, including HMIS data entry for any unhoused person interested. There is no proactive plan to provide case management and support services to unhoused individuals or families living on the streets.

Healthcare, Mental Health, and Substance Care

Access to health and dental care remains a high need for unhoused people and families in the West Valley cities. Santa Clara Valley Healthcare provides health services to unhoused individuals through its Valley Homeless Health Care Program (VHHP). While Santa Clara Valley Healthcare services are available to unhoused people who can travel to physical clinic locations located outside the West Valley area, the VHHP has not recently served any of the West Valley cities through their mobile health care or backpack health care programs. The VHHP program presently serves Sunnyvale, Santa Clara, Mountain View, South County, and San Jose. Mobile clinics include custom vehicles that are brought to a designated site according to a fixed schedule, such as the first Saturday of each month, and can be paired with pop-ups of other service providers to form the backbone of a mobile navigation center concept. There may be an opportunity for interested cities to contact the VHHP and OSH to request services for individuals or develop plans for more robust mobile or backpack health care programs to serve the West Valley area. A once-a-week visit to one or two specific sites may provide effective support to the unhoused populations in the West Valley.

Navigation Center

Navigation centers are typically physical locations where trained staff provide case management, centralized services, and transitional housing units or other forms of non-permanent housing are located. The case management provided is not just for the transitional housing residents living on-site but is also made available for “walk-in” clients. The goal is to provide a location where the unhoused client can receive case management and access other resources and support services in one place. They could receive food, help with applying for benefits, showers, and do laundry. Navigation centers are also sometimes paired with other types of places for people to sleep, such as indoor or outdoor safe sleeping sites, safe parking facilities, etc. Some communities in California have created navigation centers by either purchasing and rehabbing existing buildings, rehabbing underutilized public buildings, or through new construction.

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- The San Mateo County Navigation Center, located in Redwood City is a recent example of a new construction navigation center. The center can house up to 260 people, either families or individuals, and cost about \$57M to construct. All rooms are non-congregate, meaning families and individuals have access to private sleeping quarters, most with private bathrooms. Residents can also bring pets to the center and have access to a garden. The County of San Mateo believes this is their first step to achieving “functional zero” homelessness. The County of San Mateo defines functional zero as every unsheltered homeless person in San Mateo County who chooses assistance can be sheltered in an emergency shelter or in temporary or permanent housing. The center offers dental services, medical services, case management and access to laundry.

Outreach Services

Homeless outreach involves skilled teams who meet people living in unsheltered locations to build trust and connect them with essential services like shelter, housing, healthcare, and counseling. Outreach workers assess individual needs, provide survival aid, and guide individuals through the process of obtaining benefits and finding permanent housing. Typically, outreach workers do not provide the level of detailed case work that an assigned case manager provides. For example, the City of San Jose contracts with PATH and HomeFirst for outreach within its borders, OSH contracts with the Bill Wilson Center and Abode for countywide outreach and the City of Campbell Unhoused Coordinator provided outreach services in Campbell.

Mobile Navigation Center

Mobile navigation centers are focused on providing immediate, accessible resources such as hygiene and outreach. They act as a stepping stone to the more comprehensive services available at a brick-and-mortar navigation center, with the specific services offered ranging from limited to more extensive. They can come in the form of a “resource fair” where several service providers gather in a parking lot of a faith-based organization or a community center and provide laundry facilities, showers, food, health, dental, veterinary services, and case managers or a retrofitted vehicle, similar to a food truck, that travels to different sites and provides case management, showers, laundry and food.

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- South County Community Services provides services for unhoused people and families at its Church Street Gilroy location, such as a food pantry and laundry facility. They also provide unhoused people and families with a permanent mailing address at their facility. They do not accept packages and require unhoused people to sign a liability release, but it will provide unhoused clients with a mailing address for benefits and correspondence. In addition, once a month, the facility hosts a resource fair for unhoused people and families where they can access essential services such as case management, food, laundry, showers, and health services. The South County Community Services program costs about \$925,000 a year to operate and receives financial support from the County of Santa Clara of \$725,000 in the form of grants.



Figure 5. Popup food distribution (image credit: South County Community Services)

Job Training

Job training programs for people experiencing homelessness provide skills for stable employment and offer wraparound support for success, addressing challenges like gaps in employment and negative employer stereotypes. Programs include vocational training, apprenticeships, and transitional jobs, and are usually offered by government agencies and nonprofits like the Salvation Army, Destination: Work, the State CalFresh Employment Training program, and some local nonprofits. Training covers job readiness, soft skills, resume building, and interview preparation, often alongside life skills such as financial literacy, and is most effective when combined with housing and other support services.

Law Enforcement Coordination

Although many Santa Clara County law enforcement agencies currently receive crisis intervention and de-escalation training, it is important that cities continue to support

the partnership among law enforcement, mental health service agencies, and homeless response agencies to handle interactions with individuals experiencing homelessness, including mental health crises. Many cities have found it particularly helpful to form interagency task forces that include law enforcement, public works, parks and recreation, and housing staff to meet quarterly to discuss challenges and successes in the fight to eliminate homelessness. Other jurisdictions assign officers as designated homeless outreach officers to work directly with unhoused people after they have received specialized training.

Immediate Needs Programs

Immediate Needs Programs by Impact and Feasibility		
Programs by Type	Impact Score	Feasibility Score
Food, Showers & Laundry	High	Highest
Phone, Internet, & Mail	Moderate	Highest
Safe Storage	Moderate	High
Transportation	Moderate	High
Neighborhood Health & Cleanliness	Moderate	Moderate
Safe Sleeping & Sanitation	Moderate	Moderate

Figure 6. Immediate Needs Programs by Impact and Feasibility

Immediate needs response programs provide short-term assistance to help individuals and families facing homelessness or a housing crisis overcome a temporary barrier, offering services like temporary shelter, food, storage for belongings, transportation assistance, access to internet service or a cell phone, showers, and laundry services. Emergency warming and cooling centers are discussed in the subsequent shelter and parking section.

Food, Showers, and Laundry

Food distribution is one of the oldest programs provided to people experiencing homelessness and is provided in the area by service providers and volunteer groups, including faith-based community groups. Showers and laundry services for unhoused people are essential for restoring dignity, improving hygiene, and positively impacting mental health. These services are typically provided by non-profits through stationary drop-in centers and mobile units like WeHope's Dignity on Wheels, which travel to different locations. Project WeHope, currently has contracts with the cities of Sunnyvale and Santa Clara to provide not only portable showers and laundry service, but case management, and overnight hotel stays during inclement weather. Overall, the City of Sunnyvale has budgeted about \$900 thousand a year for these services, while the City of Santa Clara has budgeted \$850 thousand to serve slightly fewer people. Many faith-based communities in the West Valley cities currently offer showers and laundry facilities to unhoused people as part of their homeless services programs, specifically, in the town of Los Gatos. They rely on donations from the congregation and volunteer assistance with minimal cost to the town. Some communities include mobile shower and laundry services with homeless services pop-ups or mobile navigation center schedules. Other communities have also installed temporary or semi-permanent toilet facilities.

Safe Storage

Safe storage facilities or lockers have been provided in some California communities as a way of offering dignity and compassion to unhoused people.

- For example, the City of Burbank uses a combination of Community Development Block Grant (CDBG) and special measure funding to provide a safe storage location for unhoused people. The program is run by the Salvation Army and uses plastic rolling bins similar to recycling carts to store the belongings for unhoused people. The facility is open daily from 8:00 AM to 5:00 PM and serves about 40 unhoused individuals at any given time.
- Madison, Wisconsin, provides lockers scattered throughout the city in groups of 4-10 lockers. The City pays the provider \$10,000 to purchase the lockers and the provider works with local businesses to place the lockers on their property.

Transportation

Public transportation is underprovided for the West Valley unhoused. Often, major bus lines are only available along the larger corridors. Transportation options are needed for people with mobility-challenges to access health care appointments and to access shelter opportunities. Interviews with stakeholders and support service providers indicate that very few of the unhoused people can secure transit passes on their own.

- One potential solution is the Valley Transportation Authority (VTA) Mobile Assistance Program (MAP). MAP is designed to address transportation gaps and barriers for Santa Clara County's older adults, individuals with disabilities, and low-income residents. The program aims to enhance access to employment, education, travel training, healthcare, and essential support services while encouraging public transit use and healthy living. The program provides direct transportation resources (through partnerships with local community organizations. These resources include transit and paratransit fares and gas vouchers. Silicon Valley Independent Living Center (SVILC) and Catholic Charities are two of the community organizations that have been working with VTA to provide these transit resources to those in need. If these organizations are working with any of the West Valley cities, the possibility of partnering with these organizations to assist unhoused people with transportation needs exists.

Neighborhood Health and Cleanliness

In July 2024, the Supreme Court sided with Grants Pass in the case Grants Pass v. Johnson. Previously, in many western states, including California, cities were unable to remove encampments in many circumstances (e.g., without providing an equal number of shelter beds). Following this case, many cities, including San Jose and San Francisco, are beginning to clear encampments, and other cities along the peninsula are beginning to implement policies on when encampments should be cleared and how much notice should be provided. Typically, at least 72 hours of notice is provided to encampment residents when a site is going to be cleared, unless it is close to a sensitive area, such as a river or creek, in which case less notice may be given. Costs for clearing encampments vary based on the area and items being cleared.

Efforts to clear, prevent, and manage San Jose's homeless encampments cost the city and partner agencies almost \$8.6 million in 2019, according to a report entitled, "*Exploring Homelessness Among People Living in Encampments and Associated Costs*," published in February 2020. The report analyzed spending in four cities, including San Jose, and found that clearing encampments is a major undertaking for cities and can be quite costly.

In addition to encampment cleanups, some cities have hired service providers that employ unhoused people to ensure that the city streets are clean and safe. These service providers make sure used needles and garbage are kept off the streets and waterways. The program services two purposes, it helps formerly homeless individuals by providing employment, while making sure the streets and waterways remain clean and safe. Other cities have provided free toilets and trash services to promote cleanliness, sanitation, and public health.



Figure 7. Prefabricated free public restroom in Redwood City (image credit: Good City Company)

Safe Sleeping and Sanitation

Safe sleeping sites are sanctioned tent encampments that provide tents and services for unhoused residents, these are sometimes referred to as safe tent or designated camping sites. These typically have a low barrier for entry and require unhoused individuals or families to agree to be good neighbors and abide by certain rules, such as no alcohol or drugs. Cities, such as San Jose and Santa Cruz, have navigation centers or other jointly located services adjacent to or at safe sleeping sites to assist in transitioning unhoused people into shelters or transitional housing. The navigation centers also assist with helping unhoused people secure services such as Social Security benefits, Veterans benefits, health care, food, and sanitary services. Tents and sanitary facilities are provided onsite at most sites, but there are a few sites nationwide that allow unhoused people to bring their own tent.

- The City of San Jose recently opened its first safe sleeping site. Initial costs are estimated at \$2.4 million per year to operate. This includes services such as security, meals, showers, laundry, case management, and garbage collection for its 56 tents. In addition to locations where tents are pitched outdoors, some cities have facilities located in permanent structures, such as an armory or vacant commercial building, or temporary structures, such as a sprung structure (large event-style tent).

Phone, Internet, and Mail

Mobile phones are necessary for people experiencing homelessness as they provide a lifeline for accessing crucial services, staying in contact with support systems, ensuring personal safety, and improving overall well-being. California LifeLine offers low-cost and free monthly telephone services to eligible, low-income California residents. Participants can qualify for the program if they receive public benefits or meet household income limits. However, the phones must often be mailed to a mailbox. Phones are also frequently lost, stolen, or broken. Additionally, access to electricity to charge the phone is difficult, and there are data limits on the devices. A common barrier is the unhoused person must often have a mailing address to receive the phone. Local libraries also offer computer and internet access.

Shelter and Parking Programs

Shelter & Parking Programs by Impact and Feasibility		
Programs by Type	Impact Score	Feasibility Score
Temporary Shelters	Highest	Moderate
Safe Parking	High	Moderate
Hotel Vouchers/Rentals	Moderate	Highest

Figure 8. Shelter and Parking Programs by Impact and Feasibility

Emergency shelters and safe parking programs both provide temporary shelter to unhoused people. An emergency shelter provides a temporary indoor place to sleep, offering beds, bathrooms, and meals, typically for individuals or families facing homelessness due to weather or other reasons. A safe parking program offers a designated, monitored outdoor lot for people living in their vehicles, providing safety from vehicle break-ins and access to basic amenities and supportive services to help them transition to stable housing. While shelters offer more structured spaces, safe parking programs focus on providing a stable and secure place to park overnight and access services.

Temporary Shelters

Temporary shelters can be provided in a range of forms, both congregate and non-congregate. These can also include warming and cooling centers, cold weather shelters, domestic violence shelters, and shelters associated with navigation centers.

- Warming and cooling centers are facilities that are temporarily made available to the general public during extreme temperature conditions. Centers are not overnight shelters. They are open for a limited number of hours and for a limited number of days and provide limited services. They can be provided in libraries, community centers, and other public buildings that have heat or air conditioning and are only activated during extreme heat or during extreme winter storms. There is little cost to activate these shelters except for staffing and food costs.
- Cold-weather shelters can be provided in public buildings such as community centers and underutilized public facilities. These are typically for the duration of the winter and provide unhoused people with safe and warm sleeping facilities. Typically, the unhoused people arrive in the early evening and may be provided with dinner, shower facilities, and warm bedding. The facilities are almost always congregate in nature. In the morning, the unhoused people leave the facility and return to work or find a place to spend the daytime hours. In some cases,

breakfast and laundry facilities may be provided. HomeFirst, operated through an OSH grant, provides cold weather shelter in Mountain View. The site provides services from November through April, serving women and families and works in conjunction with the Hope's Corner program which provides meals, showers and laundry to a broader unhoused population. The cold weather shelter is supported by a grant from OSH and costs about \$60,000 a year to run out of the Trinity United Methodist Church.

- Overnight warming locations are similar to cold weather shelters. However, they are set up every evening and broken down the following morning, allowing the locations to serve a different purpose during the day. For example, HomeFirst has partnered with the City of San Jose, San Jose Public Libraries, and San Jose Parks and Recreation to offer Overnight Warming Locations (OWLs) across San Jose. These sites activate in November and close in April. The City has a contract with HomeFirst to provide the overnight staffing, bedding, and clean-up. These services are not currently being provided in the West Valley cities.
- Congregate shelters are temporary housing facilities where people sleep in shared or communal spaces, providing little to no individual privacy. All shared spaces are communal as well. These shelters have fallen out of favor with homeless service advocates because many unhoused prefer moderate privacy and protection for their belongings. Examples of congregate shelters in Santa Clara County include the [HomeFirst Boccardo Reception Center](#) and [HomeFirst Gilroy Shelter](#), which serve hundreds of adults with a bed, shower, and meals in a shared living environment. These sites offer case management, housing problem-solving, including the exploration of family reunification, and housing search assistance.
- Non-congregate shelters allow for private spaces for sleeping, bathing, and storing of personal possessions while still utilizing communal spaces for gathering and, in some cases, meals. Examples of non-congregate shelters include the LifeMoves Mountain View tiny home facility and the San Jose Family Shelter on King Road in San Jose. New shelters are generally non-congregate in nature and many use modular construction or are hotels leased for sheltering unhoused people.
- Domestic violence agencies operate 24/7 in Santa Clara County and are accessible either online via chat or through a phone hotline. Next Door Solutions

continues to be the largest provider of services to victims of domestic violence and operates shelters throughout Santa Clara County. Locations for shelters for domestic violence victims are confidential, but they serve the entire County. Many cities fund these types of activities with General Fund or CDBG funding for approximately \$10,000/ year.

Safe Parking

Safe parking programs offer temporary, legal places for people living in vehicles to park overnight, providing access to basic needs like restrooms and security and helping them transition into more stable housing. Sites provide a temporary, safe location to park for individuals and families living in vehicles, while also providing access to needed services, helping transition them into stable housing. Site managers connect participants with supportive services, including case management, employment search assistance, housing locator assistance, healthcare referrals, and behavioral health services. Some locations provide two meals a day along with restrooms, water, wash stations, and other basic services.

- As an example of this type of program, the City of Mountain View operates four safe parking sites throughout the city, two on city-owned property which operate 24 hours a day and two at faith-based locations. In total, the program provides 105 safe parking sites and additional parking for commuter vehicles for those living in RVs. The City budgets \$700,000 a year in general fund monies to MOVE MV to operate the sites. In addition, MOVE MV receives \$2,155,238 in funding through OSH to provide support services at these sites. The program has been successful at helping resolve the on-street RV parking issues in the city and providing a safe living environment.
- Safe parking exists in the West Valley cities in the form of Rotating Safe Parking at faith-based communities and has been effective. Case management and operation of the Rotating Safe Parking is provided by Amigos de Guadalupe through a grant from OSH. The budget for the entire program, including San Jose locations, is approximately \$800,000. However, the budget for servicing Cupertino, Campbell, Saratoga, and Santa Clara is closer to \$200,000.

Hotel Vouchers/Rentals

Hotel voucher/rental programs for unhoused people and families are another form of temporary shelter, often provided through local jurisdictions. This program offers immediate housing to unhoused people or individuals and families in crisis, such as those fleeing domestic violence, medically vulnerable unhoused, youth fleeing family conflict, or youth transitioning out of the foster program. Currently, Los Gatos and Campbell offer hotel rooms to vulnerable unhoused people during severe weather.

Interim or temporary housing at hotels is another example of how jurisdictions can provide a safe, stable environment for unhoused people after clearing an encampment or when medically necessary. The City of San Jose has a \$7M budget to rent hotel rooms in ten hotels throughout the city to provide interim housing to unhoused people. The hotels have agreed to rent the hotel rooms to the City, and the City refers unhoused people to the various hotels. The hotels are currently being used to house those displaced during encampment clearings. HomeFirst operates the program and provides case management and support services.

Interim and Transitional Programs

Interim & Transitional Programs by Impact and Feasibility		
Programs by Type	Impact Score	Feasibility Score
Rapid Rehousing	Highest	High
Transitional Housing	Highest	Moderate
Interim Sites	High	Moderate

Figure 9. Interim and Transitional Programs by Impact and Feasibility

Interim and transitional housing programs provide temporary shelter and supportive services for individuals and families experiencing homelessness. Both serve as a bridge to permanent housing, but the programs may differ in length of stay, level of services, and target populations.

Rapid Rehousing

Rapid rehousing quickly connects unhoused people to housing and services by providing temporary rental assistance. Generally, rapid rehousing is funded through federal sources like the Homelessness Prevention and Rapid Re-housing Program (HPRP), Emergency Solutions Grants (ESG), and the HOME program, as well as state funds and local initiatives such as the 2016 Measure A Affordable Housing Bond. These programs are available County-wide. Eligibility is determined through the HMIS intake.

Transitional Housing

Transitional housing provides temporary housing with supportive services to individuals and families experiencing homelessness for up to two years. Transitional Housing requires the program participants to pay a portion of their monthly income for rent and usually provides a temporary rent subsidy for the duration of the program. The rental subsidies can be provided through a Tenant-Based Rental Assistance (TBRA) program funded with Federal HOME funding. In the case of HOME funding, the subsidy is not tied to a rental unit but is provided directly to the household.

Transitional housing programs are also used for youth who have aged out of the foster care program and those fleeing domestic violence. The Bill Wilson Center's Transitional Housing Program provides comprehensive services for homeless youth ages 18-24, including young single parents and their children. Clients live in shared, supervised apartments or houses throughout the County while receiving counseling, independent

living skills training, parenting classes, and employment services. The goal of the 12-18 month-long program is to help the youth become self-sufficient adults with strong connections to the community.

Some Santa Clara County domestic violence support agencies provide transitional housing at confidential sites throughout the County. An example of this type of program is Maitri, which operates the Anjali Transitional Housing Home for survivors of domestic abuse. The program offers support services and training.

Interim Sites

Interim sites, including “Tiny Home Villages,” are also being used in surrounding communities to quickly provide shelter to unhoused people. Communities will build modular small homes, either pallet or preconstructed structures, to quickly provide shelter. All the tiny homes come with electricity and plumbing. Each tiny home has a small common area that will double as a sleeping area, a small kitchen, and a private bathroom. Some tiny homes are constructed so that they can easily convert from a single unit to a multigenerational unit.

- An example of a tiny home community can be found on Leghorn Drive in Mountain View. The City used prefabricated homes to quickly build 100 units on a recently purchased site. Overall costs for the site purchase and development of the 100 units were \$25M, with much of the funding coming in the form of a grant from HomeKey and funding from the City and County of Santa Clara.

Permanent Housing Programs

Permanent Housing Programs by Impact and Feasibility		
Programs by Type	Impact Score	Feasibility Score
Permanent Affordable Housing	Highest	High

Figure 10. Permanent Housing Programs by Impact and Feasibility

Permanent affordable housing programs provide long-term housing solutions and supportive services to individuals and families who have recently or are currently experiencing or at risk of homelessness. The level of services provided varies based on the type of affordable housing. Family housing will provide support services for the children and light support services to the heads of household, whereas permanent supportive housing is a more intensive program.

Permanent Affordable Housing

Affordable housing, whether temporary or permanent, is a high need not just in the West Valley, but throughout Santa Clara County and California. According to Destination: Home, at least 75 percent of Santa Clara County’s unhoused people are unsheltered. This means they are living on the streets, in vehicles, tents or other places not suitable for habitation. Although jurisdictions in the West Valley offer safe parking sites and hotel stays, none of these are classified as transitional or permanent housing. Cupertino has several 100% affordable housing developments in its jurisdiction and Campbell is looking to provide 100 affordable units at the Santa Clara County Valley Transportation Authority (VTA) Winchester park and ride lot. Housing to serve homeless households specifically includes the following:

- Permanent affordable housing includes the construction of 100 percent affordable developments, inclusionary units, the provision of Section 8 vouchers, and the rehabilitation of existing units to serve the extremely low-income. In addition, Extremely Low-Income (0-30% AMI) and Acutely Low-Income (0-15% AMI) units can be provided in mixed-income housing developments.
- Permanent supportive housing combines longer-term rental assistance with supportive services and case management for individuals experiencing chronic homelessness. In the West Valley area, there are presently six units of permanent supportive housing in Cupertino and 23 that have been approved in Campbell.²

² County of Santa Clara, Office of Supportive Housing, Supportive Housing Development Update, January 28, 2025, <https://files.santaclaracounty.gov/exjcpb1571/2025-01/housing-bond-report-25.pdf>.

Recommendations

The project team offers the following recommendations to support prioritization of potential future homelessness services programming. While there are clear advantages to prioritizing programs with both the highest feasibility scores and highest impact scores, ensuring a holistic overall program landscape is also important.

The needs analysis also underscored the higher prevalence of specific subpopulations. Many programs described above, such as permanent affordable housing, temporary shelter, and hotel voucher programs, can be used to support targeted subpopulations of unhoused individuals and families. In addition, such programs may also support housing-vulnerable populations at high risk for homelessness including youth and families with children, domestic violence survivors, youth aging out of the foster care system, LGBTQ+ youth, veterans, post-incarceration/reentry populations, and housing insecure community college and university students. Cities may want to partner with local community colleges and domestic violence service providers to create permanent housing, temporary shelters, or other services for these populations.

1. **Develop a West Valley area homelessness response implementation plan**

While this study identifies programs and actions the cities could take to address homelessness, it requires the cities to take the next step to focus on implementation. An implementation plan would establish clear goals and tracking metrics to understand progress is a hallmark of successful strategies to address homelessness. A plan tailored to the five jurisdictions of the West Valley area could include the following elements:

- a. **Vision:** Establish an aspirational vision for the plan over a multi-year time horizon. Consider aligning with the Housing Element cycle.
- b. **Goals and objectives:** Write Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals and objectives for the West Valley area and for each jurisdiction.
- c. **Mind the gap:** Ensure programming addresses each step along the homelessness services continuum and supports individuals to move toward stable housing.

-
- d. **Priority segments:** Develop a common definition of priority segments of the population for the West Valley area and develop services tailored to their specific needs.
 - e. **Near- and long-term outcomes:** Include near wins and activities with longer-time horizon impacts.
 - f. **Leverage existing programs:** Wherever possible, strengthen or expand existing services rather than building a parallel system.

A template including examples of relevant SMART goals and objectives are included in the text box below. While not intended to be a comprehensive implementation plan, the following could serve as inspiration for such a plan. An effective plan would be developed in conjunction with a community engagement process and engagement among the jurisdictions and other key stakeholders. An example summary from the City of Mountain View is also included as an attachment to this document. The process used to develop the [Santa Clara Valley Agricultural Plan](#) can also serve as a model for how the West Valley jurisdictions could come together through a task force to develop a shared homelessness response implementation plan.

Example Goals and Objectives*:

1. Ensure no family with children or youth sleep outdoors by 2027.
 - a. Establish agreement with County to provide X family and youth beds with priority for West Valley homeless residents by 2027.
2. Cut unsheltered homelessness across the West Valley Area by ~40% by 2028 and by 60% by 2031.
 - a. Secure X number of priority access beds for homeless West Valley residents by 2028.
 - b. Make X permanent housing placements per year by 2028 and X permanent housing placements by 2031.
3. Reduce first-time homelessness by ~25%, by 2028.
 - a. Provide X of financial support to Santa Clara County Homelessness Prevention System by 2028.
 - b. Provide financial support to tenant protection service providers (e.g. as indicated in each jurisdiction's Housing Element)
4. Provide targeted services to 75% of individuals who have been homeless for 2 months or less by 2027.
 - a. Expand safe parking options by an additional 30 spaces by 2027.
 - b. Establish an oversize vehicle safe parking for at least 20 spaces by 2027.
5. Provide intensive formal case management to 50% of unhoused population by 2027.
 - a. Implement a West Valley case management contract with a service provider (e.g. four FTE case managers and one FTE outreach worker) by 2026.
 - b. One jurisdiction to hire a program manager to manage the shared program by 2026.
6. Remove barriers to health, mental health, and substance use care to 50% of unhoused population by 2028.
 - a. Provide transportation to 100 individuals per year by 2027.
 - b. Provide mobile services at least once per month by 2028.
7. Provide coordinated services to at least 50 individuals per month by 2028
 - a. Establish a pop up based or mobile event on a fixed schedule (e.g. First Monday of each month) that includes multiple service providers, community-based programs (e.g. food distribution), and health care by 2028.
8. Establish Homelessness Action Teams by 2026 and publish quarterly scorecard by 2027.
 - a. Formalize West Valley Homelessness Response Task Force by 2026.
 - b. Establish each Jurisdiction Homelessness Action Team by 2026.
 - c. Adopt shared tracking metrics aligned with the Community Plan to End Homelessness and publish quarterly scorecard by 2027.

** Note: all quantitative figures included in the above example goals and objectives are provided for illustrative purposes only. Specific numbers would be developed by the West Valley homelessness response task force.*

Figure 11. Example SMART Goals and Objectives

2. Sustain and strengthen what works

While there is increasing evidence demonstrating the positive impact of a wide range of homelessness services and prevention programs, at present, the expected loss of funding for the Continuum of Care, federal programs, and the potential service cuts caused by these funding cuts remains a reality.

- a. Ensure the continuation of existing ongoing services with a proven track record. Homelessness prevention and permanent affordable housing are critical bookends to an effective homelessness response strategy. Identify ways to support and expand these efforts using the tools available to local governments. These include but are not limited to:
 - i. Direct subsidy of permanent housing development and preservation and homelessness prevention programs, including the Santa Clara County Homelessness Prevention System.
 - ii. Leveraging land use authority to incentivize or require the development of new units, including inclusionary housing programs, commercial linkage fees, and development agreements.

3. Prioritize programs with high feasibility and high impact

Programs with both the highest feasibility scores and highest impact scores should be prioritized while still ensuring a holistic strategy that tailors programs across the spectrum of needs.

- a. Programs with high feasibility and high impact include: homelessness prevention and rental assistance; case management; rapid rehousing; permanent affordable housing; health and mental health care; food, showers, and laundry; and an opportunity fund and reunification program. These programs are described in greater detail in the above feasibility analysis section.
- b. Prevention: Every \$1 spent on prevention returned \$2.47 in public benefits, according to one recent study.³
- c. Permanent Supportive Housing developments, such as the Mary Avenue Villas in Cupertino, are more cost-effective in the long run than temporary shelter.

³ Jeff Olivet and Susan Ellenberg, "Homelessness Is Preventable. Ending It and Saving Lives Is a Policy Choice," *Governing*, November 15, 2023. <https://www.governing.com/housing/homelessness-is-preventable-ending-it-and-saving-lives-is-a-policy-choice>

Nationally, the annual cost for temporary shelter beds to temporarily shelter three people is about \$56,000 over twice as costly as the average permanent supportive housing unit for a family of three at about \$25,000 per year.⁴

- d. As described in the Needs Analysis report, the public costs to other public services, including public safety, emergency room visits, EMS, and other health costs are associated with considerably increased use among unsheltered homeless individuals.

4. Cultivate partnerships at all levels

The scale of the homelessness challenge is such that a “whole of society approach” is generally considered a best practice. This involves proactively engaging governments, the private sector, civil society, individuals, and communities.

- a. Invest to coordinate with Santa Clara County, the lead government agency responsible for coordinating responses to homelessness, the Office of Supportive Housing, Continuum of Care, and Community Plan to End Homelessness.
- b. Target local investments to strengthen homeless services where such services will complement or strengthen the work of others, wherever possible.
- c. Establish a formal West Valley homelessness task force that includes the five jurisdictions, County representatives, and other key stakeholders (e.g. community college district representatives and select service providers) to develop the West Valley area homelessness response implementation plan. Establish a formal purpose, goals, objectives, membership, and meeting schedule. Consider quarterly meetings of elected representatives and staff from each jurisdiction and monthly manager-level meetings, along with other key stakeholders. Each jurisdiction would share the progress against established metrics with the full group at least quarterly. Variations of such an approach could include informal collaboration with regular meetings, establishing a memorandum of understanding among jurisdictions to share implementation responsibilities for specific services, and creation of a joint power authority among jurisdictions to

⁴ Hannah Chimowitz and Adam Ruege, “The Costs and Harms of Homelessness: A Learning Brief Examining the Costs Borne by Individuals, Communities, Systems, and Society,” *Community Solutions*, September 25, 2023, <https://community.solutions/research-posts/the-costs-and-harms-of-homelessness/>

oversee sub-regional implementation of unhoused services as South Bay Cities Council of Governments has done in areas of Los Angeles County.

- d. Within each jurisdiction: Establish a regular Jurisdiction Homelessness Action Team consisting of representatives from all relevant departments such as city manager's office, community development, police, parks and recreation, libraries, and where applicable: housing, human/social services. Consider monthly meetings or no less frequent than every other month.
- e. Identify opportunities for local agency procurement policies that can allow for one jurisdiction to piggyback on the procurement of one of the others to expand a program or contract to their own. This can expedite the delivery of services, reduce administrative burden for public agencies, and reduce the operational burden for service providers who are servicing multiple adjacent jurisdictions.
- f. Explore creative solutions to remove barriers to community-led programs, including faith-based programs where appropriate.
- g. Leverage local governments' convening power to bring key stakeholders together to shape homelessness response efforts and become more educated about the work of other agencies and organizations.

5. Engage people who have experienced homelessness

Identify ways for individuals who have experienced homelessness to meaningfully participate during the overall strategy visioning and design phase and additional ways to engage during the development and implementation of specific programs on a recurring basis. Consider adding representatives who have experienced homelessness to housing advisory boards or other structured bodies, which would align with recommendations of the Community Plan to End Homelessness. The Lived Experience Advisory Board (LEAB) may be a helpful resource or partner in this work.

6. Align with the Community Plan to End Homelessness

Demonstrate alignment with the current plan's three goals: address the root causes of homelessness through system and policy change, improve the quality of life for unsheltered individuals, create healthy neighborhoods for all, and expand homelessness prevention and housing programs to meet the need. An update of the Community Plan

to End Homelessness is underway and is an opportunity for West Valley jurisdictions to provide input.

7. Identify funding

Explore creative approaches to identify funding to support homelessness response programs. Engage affordable housing developers to understand what can be done to remove barriers to affordable housing development, particularly barriers to affordable housing finance.

- a. Programs to address homelessness are primarily funded through a combination of federal grants, state and local government initiatives, private foundations, and corporate and individual donations. Federal grants are a critical source of funding but are often administered by state and local agencies rather than directly distributed to individual programs. In almost all cases, when jurisdictions apply to the state or federal government for grants for homeless services, they must do so through the local Continuum of Care (CoC), which will administer the distribution of the funding. There are other funding sources such as the public service portion of the Community Development Block Grant (CDBG) program and the HOME Investment Partnership Program (HOME) which are Federal entitlement grants that would not need the CoC partnership.
- b. Local and regional funding to support a variety of permanent housing and other homeless services programming is often an effective, if challenging approach to bring additional funding to the table. In many cases, local funding to support the initial capital and startup costs of a program can be helpful in securing additional outside funding. This is often achieved through support from the general fund or through voter approved measures to establish dedicated revenue in the form of sales tax, property transfer tax, bond, or business or lodging taxes. School districts, including community college districts, can also support permanent housing and other homeless services programming. Partnerships with districts to raise funds, especially districts who may also serve as implementation partners, can be an effective way to raise bond funds.
- c. In addition, California cities with the Prohousing designation are eligible to apply and receive Prohousing Incentive Program (PIP) funding. These funds can be used to address homeless services as well as affordable housing development. With the small sizes of the five West Valley jurisdictions, it is unlikely that any of the

jurisdictions can apply for the State's Homeless Housing, Assistance and Prevention (HHAP) program funding or funds set aside for encampment removal. This funding is often reserved for larger cities, the CoC, and Counties.

- d. Some cities that dissolved their redevelopment agencies (RDA) have successfully used a portion of "boomerang" funds to fund homeless services. Boomerang RDA funds are local tax increment funds that return, or "boomerang", to cities for affordable housing after the RDAs were dissolved in 2012. These funds replace the prior tax increment dollars that RDAs used to finance projects, providing a local source for affordable housing development and other programs. However, the overall amount is less than the previous RDA funding.

8. Support neighborhood health, safety, and cleanliness

Address quality of life issues for the entire community by contracting with a service provider who would provide case management, outreach, sanitary services and street clean up. This could be similar to what the Cities of Sunnyvale and Santa Clara are currently providing with WeHope contracts.

9. Consider a Functional Zero Homelessness Approach

Functional zero homelessness is a concept used to establish a defined goal regarding the frequency and length of homelessness in the community. The County of Santa Clara defines functional zero as the overall homelessness response system's ability to consistently house more unhoused families than the number of families experiencing homelessness for the first time each year, and the ability to maintain housing placements at a level sufficient to assist all families currently experiencing homelessness (i.e. those in the Community Queue). This does not mean literal zero instances of homelessness but ensuring sufficient temporary and permanent housing opportunities that are effective at preventing and quickly resolving unsheltered homelessness.

The County of Santa Clara does not include temporary shelter in how it defines meeting functional zero. While some communities define functional zero as including temporary shelter, existing when the number of people experiencing homelessness is consistently fewer than the number that can be housed within 90 days, or use other definitions, this report recommends using the County of Santa Clara definition.

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- a. Recently, the City of Redondo Beach made the news for having achieved functional zero homelessness. They still have a homeless population, but they can offer housing to those who want housing, and residents who become unhoused can be housed within 90 days of their becoming unhoused. Redondo Beach used strategies like tiny home villages, leasing hotel rooms, using existing interim and permanent housing, and collaborating with local nonprofit organizations and government entities to attain its goal.

List of Attachments

- Attachment A: Homelessness Response Programs – Detailed Metrics Table**
- Attachment B: Example Homelessness Response Strategy Summary**
- Attachment C: Example Printed Resource Handouts**
- Attachment D: Navigation Center of San Mateo County Photos**
- Attachment E: West Valley Homeless Services Needs Analysis Report (July 24, 2025)**

West Valley Homeless Services

Feasibility Study

Attachment A: Homelessness Response Programs – Detailed Metrics Table

Homelessness Response Programs and Scores				Impact Metrics			Feasibility Metrics				
Program Type	Category	Impact Score	Feasibility Score	Gap	ST Impact	LT Impact	Cost Savings	Cost	External Funds	Difficulty	Partners
Highest Impact Score											
Homelessness Prevention & Rental Assistance	Prevention	Highest	Highest	-High	High	High	\$\$\$	\$	Mod	Mod	In place
Rapid Rehousing	Interim	Highest	High	-High	High	High	\$\$\$	\$	Mod	High	Some
Case Management	Outreach & CM	Highest	High	-High	High	High	\$\$\$	\$	Low	Mod	Some
Health, Mental Health & Substance Care	Outreach & CM	Highest	High	Mod	High	High	\$	\$	High	High	Some
Permanent Affordable Housing	Permanent	Highest	High	-High	Mod	High	\$\$\$	\$\$\$	High	High	Some
Transitional Housing	Interim	Highest	Moderate	-High	Mod	High	\$\$\$	\$\$\$	Mod	High	Some
Temporary Shelters	Shelter & Parking	Highest	Moderate	-High	High	Mod	\$	\$	Mod	High	Some
Navigation Center	Outreach & CM	Highest	Moderate	-High	Mod	High	\$	\$\$\$	Mod	High	Some
High Impact Score											
Opportunity Fund & Reunification	Prevention	High	Highest	-High	Mod	Mod	\$\$\$	\$	Mod	Low	Some
Food, Showers & Laundry	Immediate Needs	High	Highest	Mod	High	Mod	\$	\$	High	Mod	Some
Safe Parking	Shelter & Parking	High	Moderate	Mod	High	Mod	\$	\$	Low	Mod	TBD
Interim Sites	Interim	High	Moderate	Mod	High	Mod	\$	\$	Low	Mod	TBD
Moderate Impact Score											
Hotlines & Information	Prevention	Moderate	Highest	Low	High	Mod	\$	\$	Mod	Mod	In place
Hotel Vouchers	Shelter & Parking	Moderate	Highest	Mod	High	Low	\$	\$	Low	Mod	In place
Job Training	Outreach & CM	Moderate	Highest	Mod	Low	Mod	\$	\$	Low	Low	Some
Phone, Internet, & Mail	Immediate Needs	Moderate	Highest	Low	Mod	Low	\$	\$	Mod	Low	Some
Safe Storage	Immediate Needs	Moderate	High	High	Mod	Low	\$	\$	Low	Low	Some
Transportation	Immediate Needs	Moderate	High	-High	Mod	Low	\$	\$	Low	Low	Some
Outreach	Outreach & CM	Moderate	High	Mod	Mod	Mod	\$	\$	Mod	Mod	Some
Mobile Navigation Center	Outreach & CM	Moderate	High	Mod	Mod	Mod	\$	\$	Mod	Mod	Some
Tenant Protections	Prevention	Moderate	High	Mod	Mod	Mod	\$\$\$	\$	Low	High	Some
Neighborhood Health & Cleanliness	Immediate Needs	Moderate	Moderate	Mod	High	Low	\$	\$	Low	Mod	TBD
Law Enforcement Coordination	Outreach & CM	Moderate	Moderate	Mod	Mod	Low	\$	\$	Low	Low	TBD
Safe Sleeping & Sanitation	Immediate Needs	Moderate	Moderate	Mod	Mod	Low	\$	\$	Low	Mod	TBD

Figure A-1. Homelessness Response Program Detail. Note: This table is organized by impact score, then by feasibility score. Component metrics that underly the composite impact and feasibility scores are also provided.

West Valley Homeless Services

Feasibility Study

Attachment B: Example Homelessness Response Strategy Summary

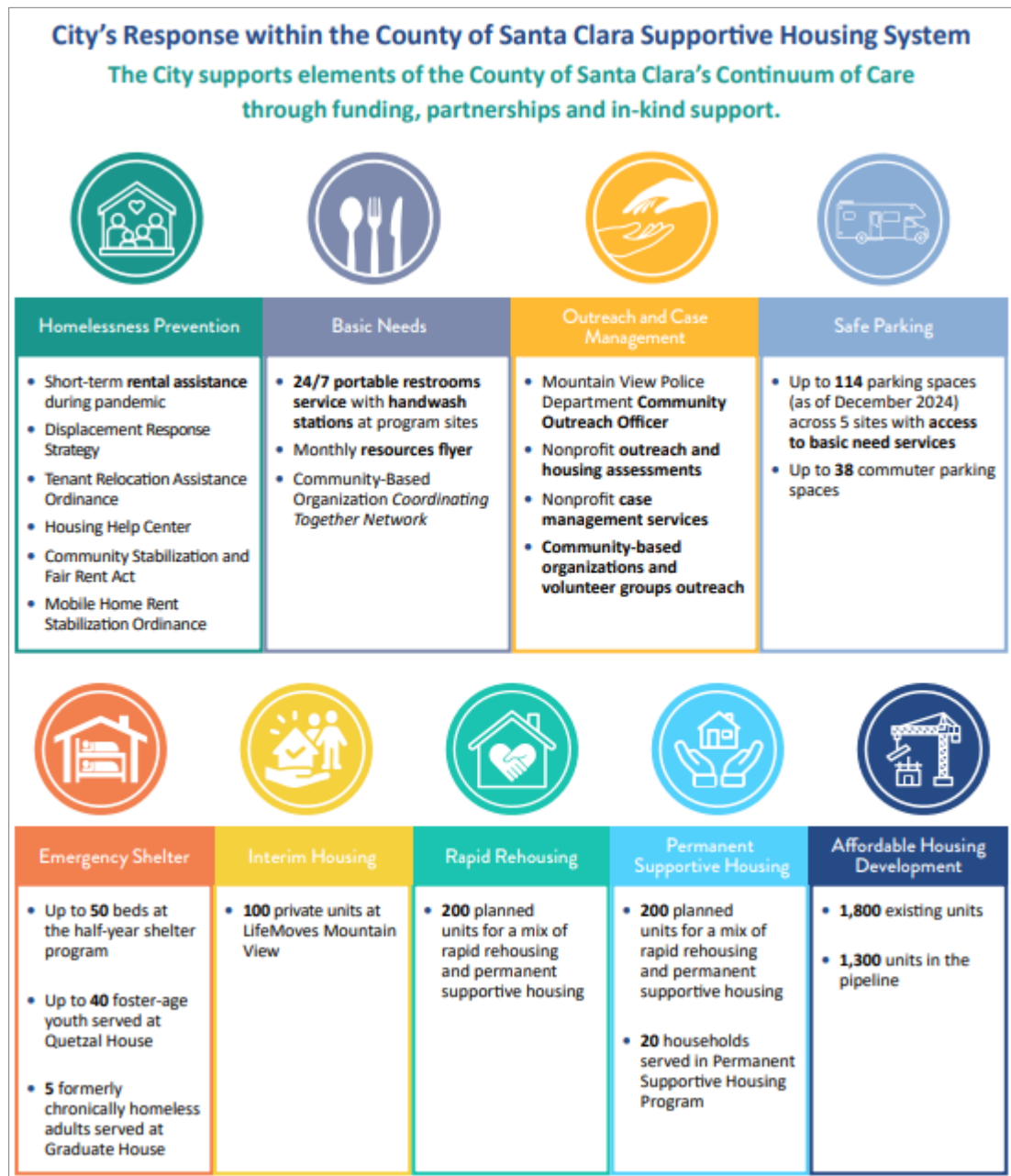


Figure B-1. Example Homelessness Response Strategy Summary (Source: City of Mountain View)

West Valley Homeless Services Feasibility Study

Attachment C: Example Printed Resource Handouts

SANTA CLARA COUNTY HOMELESSNESS PREVENTION SYSTEM

Need help? Call (408) 516-5100 or email info@preventhomelessness.org

PARTNER AGENCIES

What is it?
The Homelessness Prevention System (HPS) program provides assistance to low-income families or individuals who are at risk of losing their housing, including: temporary financial assistance, legal support, case management and other services.

Who is eligible to receive HPS assistance?
All Santa Clara County residents are welcome to apply regardless of zip code, race, sex, color, age, religion, actual or perceived gender identity, sexual orientation, disability, ethnic or national origin, or familial or immigration status. No information about immigration status will be collected; citizenship or legal residency is not required for eligibility. The following guidelines are used to determine eligibility:

- Resident of Santa Clara County
- Low-income (based on federal guidelines, see table at right)
- Currently housed but at risk of losing housing within approximately 14 days, for example:
 - Can't pay upcoming rent
 - Received an eviction notice
 - Unsafe to remain in current housing
 - Must leave current housing for other reasons
- At high risk of homelessness based on a short assessment questionnaire

How can I find out if I qualify?
You can get general information and find out how to schedule a pre-screening appointment by calling (408) 516-5100, emailing info@preventhomelessness.org. The pre-screening includes an interview and questionnaire, and generally takes 1-2 hours to complete. If you meet initial requirements, you will be asked to provide documentation confirming your eligibility.

What type of information will I need to provide?
Required documentation is flexible and may vary depending on your situation. In general, you will be asked to provide IDs for all household members, a lease agreement, income documentation for the last 2 months, and recent bills. If you don't have some of these documents, there may be other options.

How can I get connected to legal help?
Any HPS agency can refer you to these agencies, who will provide information and determine if you're eligible to receive free legal assistance.

Household Size	Income Level Max
1	\$111,700
2	\$127,850
3	\$143,000
4	\$159,550
5	\$172,350
6	\$185,100
7	\$197,850
8	\$210,650

*Note: program eligibility is based on the established income limits for low income households in Santa Clara County, as defined by the U.S. Dept. of Housing and Urban Development as of April 2020

Updated on 07/16/20

Figure C-1. Santa Clara County Prevention System Handout

Available: <https://preventhomelessness.org/>

City of Mountain View Helpful Services from Community Organizations

Safe Parking
MOVE Mountain View
Safe Parking and Housing program. For general information call 650-861-0161. To apply to the program, visit movemv.org/application, or call or text 650-935-1141.

Shelter Services
Here4U Shelter Hotline
Resources and Shelter Referrals: call 408-385-7400 9am to 7pm, 7 days a week.

Food Assistance
Community Services Agency (CSA)
Food pantry open weekly on Mondays 2 - 4pm and Thursdays 11:30 a.m. - 1:30 p.m. Additional days and times on Wednesdays and Fridays. Call CSA at 650-958-0836 for this month's schedule. Operates at 204 Sterlin Rd., Mountain View.

Hope's Corner
Drop-in breakfast and bag lunch offered Mon. 8 to 9 a.m., Wed. 8 to 9 a.m., Sat. 8 to 10 a.m. Info: hopes-corner.org located at 748 Mercy St.

Hope Hanger Food Pantry
2440 Leghorn St. 1st and 3rd Mon. from 6 - 7:30 p.m. No ID or sign-up is required.

STAND4 Drive-thru free groceries
Mountain View SDA Church, 1425 Springer Road. 2nd and 4th Sun. from 3 - 5 p.m. No ID or sign-up is required. Email info@stand4global.org to be notified of monthly distribution dates. Website: stand4global.org

St. Athanasius Church
Food distribution on 2nd and 4th Saturday from 10 a.m. to noon. 160 N. Rengstorff Ave.

Reach SV at Menlo Church Drive Thru Food Pantry
1st and 3rd Tuesdays from 3:30 - 5 p.m. 774 Cuesta Drive.

Mental Health Services
TRUST/Momentum
Call 408-596-7290 to reach TRUST for compassionate community-based response for mental health or substance use symptoms. Operates 24/7; 365 days a year.

Mobile Medical
Valley Health Mobile Medical Van
Health van visits Evelyns safe parking lot on 1st Thursday from 9:30 a.m. to noon and LifeMoves Mountain View on 2nd and 4th Thursday from 9:30 a.m. to noon. Backpack/street medicine continues.

Shower and Laundry Services
Hope's Corner
Info: hopes-corner.org located at 748 Mercy St., Mountain View. Showers and laundry services are open at Hope's Corner, Mon. 8:30 a.m. to noon, Wed. 8:30 a.m. to noon and Sat. 8:30 a.m. to 2:00 p.m. By appointment only. Sign up during meal distribution.

Homeless Services and Outreach
CSA: The City's Homelessness Resource Hub
Homeless Prevention and Homeless Services case management can be done at 650-958-0836 or in person. For more information on services, please visit CSACares.org. Hours are Mon. - Fri. 9 a.m. to noon and 1:30 to 4 p.m. at 204 Sterlin Rd., Mountain View.

The United Effort Organization, Inc.
Provides comprehensive, integrated services to access affordable housing, public assistance, and resources for people experiencing or at risk of homelessness. Wed. 9 to 9 a.m., Sat. 8:30 to 10:30 a.m. at 748 Mercy St., Mountain View. Call: 650-996-9607 or use self-service tools at thunitedeffort.org.

Other Services
Direct Financial Assistance
Call 650-968-0836 or email renthelp@CSACares.org if you are looking for financial relief.

Restrooms and Wash Stations
Restrooms, with hand wash stations, are available 24/7 at Hope's Corner and CSA.

Free Clothing
Hope Hanger, 2440 Leghorn St. 1st and 3rd Mon. from 6-7:30 p.m. No ID or sign-up is required.

Figure C-2. City of Mountain View Handout

Available: <https://www.mountainview.gov/our-city/departments/housing/homelessness>

West Valley Homeless Services

Feasibility Study

Attachment D: Navigation Center of San Mateo County Photos



Figures D-1 to D-3. Navigation Center of San Mateo County (Photos courtesy of San Mateo County Health Department)

West Valley Homeless Services

Feasibility Study

Attachment E: West Valley Homeless Services Needs Analysis Report (July 24, 2025)

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