



**HUMAN RELATIONS COMMISSION**  
**Veterans Summit**  
**Friday, October 02, 2015**  
El Palo Alto Room  
Mitchell Park Community Center  
3700 Middlefield Road  
1-4 PM  
**SPECIAL MEETING**

**ROLL CALL:**

**Commissioners Present:** Alhassani, Chen, Gordon Gray, O’Nan, Savage, Stinger, Stone

**Absent:**

**Council Liaison:** Berman

**Staff:** Minka van der Zwaag, Mary Constantino

**ORAL COMMUNICATIONS:**

None

**IV. BUSINESS**

**1. Veterans Summit – Ending Chronic Veteran Homelessness in Santa Clara County**

Commissioner Alhassani thanked everyone for coming and stated that it was going to be an amazing summit because if you wanted to learn anything about veteran homelessness we basically recruited the dream team. Commissioner Alhassani thanked the active and reserve veterans and acknowledged Mayor Holman, and Council Members Berman and Wolbach and the staff from the office of Santa Clara County Supervisor Cortese and U. S. Congresswoman Zoe Lofgren.

Mayor Holman thanked everyone for attending and also thanked Commissioner Alhassani for leading the summit and getting the speakers here today because veteran homelessness is not a topic that is full of glamour, it is not a topic that a lot of people want to face but it is a topic that needs to be addressed. Mayor Holman added that homelessness is not an issue that just affects veterans, but Palo Alto has a veteran population that needs to be talked about. She still feel traumatized when two years ago two women died in our public parks during the winter which is unacceptable because together there is no problem that Palo Alto cannot solve. Palo Alto is a good community with good governance and that is how Palo Alto needs to tackle homelessness because there is no issue or concern that we together cannot solve. The First Lady launched the program Joining Forces which focuses on Homeless Veterans and it speaks to appreciation and showing respect. Mayor Holman stated that today she would be signing the Mayor’s challenge and wanted to recognize the leadership of Dave Cortese’s office and the county for being a part of this program and really appreciate that Congresswoman Zoe Lofgren’s office has someone here representing her. Thank you for all coming and my intense gratitude for the HRC for setting up the summit where we can all come together and talk about solutions. Thank you very much.

Commissioner Alhassani introduced Colonel Malachowski, He met Colonel Malachowski when she

was a White House Fellow which is a program that the government recruits the best and brightest of America and has them spend time in public service. “I am honored Colonel Malachowski is here today. The Colonel has served as a mission-ready fighter pilot in three operational F15 fighter squadrons, flown over 188 combat hours both in Operation Delivered Forge and Operation Iraqi Freedom, the first woman in the Airforce Administration squadron to fly and is currently the Executive Director of the First Ladies Initiative Joining Forces so it is an honor and privilege to introduce Colonel Malachowski.”

Colonel Malachowski stated that it was an honor to be standing here today and wanted to thank the City of Palo Alto for their gracious invitation to what we in the White House consider an extraordinarily important event and thank you, Mayor Holman, for signing onto the Mayor’s Challenge. She stated that she will be sending a note to the First Lady first thing, and she knows that she will be delighted to see that leadership, and we appreciate the city for having the foresight and vision to convene today’s summit. It is a discussion issue that is affecting cities across our nation and that is the issue of veteran homelessness. A special thank you for Commissioner Alhassani and Vice Chair Stone for their work on the Human Relations Commission, and she thanked Minka van der Zwaag and Mary Constantino for all of the logistics in getting her to Palo Alto and putting this great event together. She is really pleased to know that this audience consists of a diverse team of folks interested in ending veteran homelessness whether it is elected officials across Santa Clara County, local nonprofits, private stakeholders, federal partners, and concerned citizens alike. She was delighted that the attendees are here because the first step in attacking a problem is making sure the right people are at the table. Sometimes it means having difficult conversations and things may be uncomfortable but your willingness to come today and start that conversation is very important. To know that the city of Palo Alto and Santa Clara County is dedicated to ending veteran homelessness really does mean something and it means something with our leadership at the White House too. To that end she said that she was honored and delighted to bring you greetings from the First Lady and Dr. Biden. They do offer their sincere thanks for your willingness to join forces in tackling this issue and do offer their best wishes that this summit creates new relationships, shares data and best practices and hopefully galvanizes and canalizes the efforts as you move forward today because this is just the start of a conversation so sticking together from here on out and tackling this issue is going to be a team event, and she has no doubt that today’s conveying is going to teach us something new because she has been going to a lot of events across the country, and she always have an “ah ha” moment about something a community is doing better than someplace else, and she have been able to share that. Our nation has a moral obligation to ensure that anyone who has ever worn our Nation’s uniform has a place to call home. She stated that she needs us to be cognizant of the fact that how we treat our veterans, our national resolve is a readiness issue and is in direct proportion of our ability of a nation to recruit and retain the next generation of Americans willing to wear their Nation’s uniform. It has real implications to the entire nation, and she wanted this to be kept in the back of everyone’s mind as we go through this event today that it is more than the event today it is more than the City of Palo Alto and Santa Clara County. It is about America.

If you are not familiar with the Joining Forces Initiative, it was launched 4½ years ago by the First Lady and Dr. Biden and its mission was simply to really elevate the narrative to a national level surrounding our veterans, servicemen, military families to shine a light on the unique strengths that only the crucible that military life can create and those intangible characteristics and positive qualities that make our veterans and military families so unique and such special civic assets but its mission is also to shine a light on the unique challenges that our veterans and families face and certainly veteran homelessness is one of those. In June of 2014 our First Lady joined forces with partners of

Department of Veteran Affairs, Housing and Urban Development, U.S. Interagency Council on Homelessness, and Department of Labor a full interagency process to launch the Mayor's Challenge, something that your Mayor just publically signed up to do, to end veteran homelessness across this country. In the First Lady's remarks she stated that "it is our country's duty to bring back all of our men and women from the battle field, and we also have a duty to make sure that every single veteran has a place to call home when they get here and for the rest of their lives." At the time of the launch we had 77 mayor's 4 governors and 4 county officials signed on and as of this morning we have 629 mayors, 9 governors and 165 county officials that have signed on. Think about that number that jump in just over a year across our nation because our communities are committing to ending veterans homelessness by raising their hands willing to come to the table and roll up their sleeves and get this work done as they realized they cannot do it alone. The City of Palo Alto should be proud that your Mayor has signed on to this Mayor's challenge because it is the right thing to do. As you know Santa Clara County has the highest proportional unsheltered homeless veterans in our country. As Executive Director of Joining Forces she stated that she has had the privilege of meeting and speaking to a lot of community leaders across our nation about this issue, and she has to say that she is heartened by the energy, enthusiasm and pride of this work. She has been an active duty Air force Colonel for 24 years, she is a working mom of 5-year old twins, and a military spouse, her husband served flying F15Es in combat as well. We are seeing successes all along the way and now in Palo Alto. What we are seeing is the necessity of selfless crosstalk; mayors talking to mayors, nonprofits talking to nonprofits, philanthropic and private partners stepping up to have conversations because there is no one size fits all national answer to solving veteran homelessness. It is going to be done city by city, county by county and state by state and it will require heavy lifting, it will require uncomfortable conversations, it will require overcoming boundaries and silos and stovepipes to join forces to get it done and it is going to get done by the type of people sitting in this room right now. Each city needs to identify its unique strengths, identify those gaps and come together to figure out the best way to most efficiently and effectively cover those gaps. Solutions need to offer individualized attention because it has to be tailored to a specific community at the time of need, at the place of need and the scale of need and that is why summits like this are so important to highlight best practices to shine a light on what is working and share candid conversation on ways to move forward, and she knows that the attendees recognize that their efforts of supporting veterans and their families cannot happen in isolation, and the First Lady and Dr. Biden did in fact call their initiative Joining Forces for that reason and the fact that it takes the entire nation to support our service members. She cannot under-state the importance of local government, state and national entities, businesses, nonprofits philanthropic partners, individual community volunteers to come together and do this. It requires difficult and candid conversations, invocation and teamwork and it requires all of us in this room. She recounted that on September 16 she had a one-on-one with the First Lady as she often gets but it was special because it was a dedicated hour talking about veteran homelessness so that is how important it is to my boss. She said that she was here to tell you that her resolve is so strong and not more so then when she launched this Mayor's Challenge and the sense of urgency she wants you to feel is high. It is not about waiting any longer for the right time. The time is now for us to end veteran homelessness; a step toward ending homelessness nationwide. She is energized by the successes she sees, by the drive and the goals that all of you have and she is inspired by your efforts. She knows about Palo Alto because she must get approval of which cities she goes to and why the juxtaposition of having that high population of unsheltered homeless veterans per capita across Silicon Valley is interesting and intriguing isn't it? It is a stark contrast, it is hard for us to get our minds around, and that is why she is intrigued about Palo Alto and Santa Clara County. She is committed alongside Palo Alto to reach this goal of ending veteran homelessness. We have been watching this arch since launching the Mayor's Challenge, and we watched these best practices

emerge and she was here to tell the attendees that there is one thread that connects all of the communities and it is leadership and leadership of every level whether you are an individual who goes out and helps nonprofits during a pit count or if you are the mayor because leadership of mayors is so important because people listen when mayors speak, people act when mayors set strategic priorities and people get things done when they are empowered by mayors and their personal commitment means something to everyone sitting in this room and to look at the other mayors across Santa Clara County and the leadership across Santa Clara County to join forces is so important. It also takes leadership at the federal level. The First Lady is doing her part but the Departments of Veterans Affairs, Housing and Urban Development and Labor are doing amazing things across the country and there are thousands of interactions every day that our veterans and families are having with the federal government that are going so right. There is so much to be proud of in your leadership at the federal level, and I see it time and time again. In Palo Alto you have a crown jewel in your Veterans Administration Medical Center. It is one of the best in our nation not only is it a national leader in poly trauma medical care or its mental health programs but it has an extraordinarily innovative and impactful veteran homeless program. She recounted that she spent all day yesterday with the VA staff and the team is here because they care. They want you to talk to them; they want to educate you and talk to you about what they can do for the community and they want to join forces with you. They are here to partner with you today. They just want you to stand up and take their hand. In 2014 the Palo Alto VA served 4,718 homeless veterans across 8 local homelessness programs. Your local Veterans Administration has provided funding for 853 HUD-VASH vouchers in Santa Clara County of 604 are currently being used. There are 249 people out there with HUD-VASH vouchers and not a place to use them. That is your gap Santa Clara County. We need to find landlords and do outreach and create project-based affordable housing to close that gap. It is no surprise that Silicon Valley has high rental costs alongside low availability. We need help with landlord outreach because some people may attach an unfounded stigma to HUD vouchers. Landlords must know that HUD-VASH voucher programs pair a housing voucher from HUD with case management and supportive services to sustain housing stability while promoting veteran recovery across the continuum of care. It is full support not just a roof over their head. She saw something yesterday that she did not think she would be impacted by but the Willow Housing Construction Project in Menlo Park is the prime example of public private partnerships coming together to have an impact. It is doable but hard work. It took a couple of years to get to this point rolling up their sleeves and getting in the mud and people getting together across cultures and community to get it done. There are 60 modern and beautiful units. It is going to provide affordable high quality housing for homeless and at-risk veterans; all in proximity to supportive services and healthcare. It is perfect. Please go look at it. Please replicate it. A diverse group dedicated to ending veteran homelessness came together and it is being done so there is no doubt by very nature of this conference and the people sitting in this room that you understand the moral obligation we as a nation to end veteran homelessness and looking around this room it is clear to me and talking to you today and the leadership of your mayor that this is doable and achievable. We are going to end veteran homelessness so thank you all for being champions because great ideas need champions, hard problems need champions and you are here because you are champions. So on behalf of the First Lady and Dr. Biden and my entire Joining Forces team I extend you a sincere thank you for efforts for taking the first step and showing up here today, and I wish you a very successful and enjoyable summit.

Commissioner Alhassani introduced David Wilkinson the White House Director of Social Innovation and Civic Participation and in that capacity he leads the White House efforts to identify and scale more effective social solutions, advancing present priorities, strengthening communities and enable upward economic mobility. This involves identifying programs that work better through the use of

data and evidence as well as scaling what works through smarter use of federal resources and private and public partnerships.

Mr. Wilkinson stated that we come to you in a very good mood because things are going well in the United States. Last month 173,000 jobs were created with 66 straight months of job growth, the unemployment rate is down 5.1%, inflation is down, gas prices are down, and consumer confidence is up. We have 13 million more people on good quality healthcare today compared to the start of this administration. High school graduation rates are higher than they have ever been. So we have a lot to feel good about, but we all know that not everyone has benefited from the rising tide, and we are working on a number of challenges where there is still so much more progress to be made. There is no higher priority for the President than the issue of veteran homelessness. He stated that he was thrilled to talk about it today in a region that has been really innovating across a number of fronts on this issue. We know the solutions that work to reduce and eliminate veteran homelessness. How do we overcome the barriers to making them happen? The centerpiece of the President's social innovation agenda and the solution is "Pay for Success" which is a way for government to pay for positive social outcomes when they happen and to scale up the interventions that we know works best. He saw a news story that came across his desk that Santa Clara County closed the first Pay for Success transaction on the West Coast to address veteran homelessness and people in this room were involved. That is groundbreaking. An example of the program is in Denver where there is a problem of chronic homelessness, and they were interested in implementing evidence-based policy of permanent supportive housing for 300 of their chronically homeless individuals. The chronically homeless individuals tend to be super utilizers of services. They often are in and out of the criminal justice system, the mental health system and emergency rooms, rehab facilities and shelters. It is an unfortunate challenge to the human experience and cost to communities in terms of budget. In Denver they decided to identify 300 individuals and determine how much this population costs their social services and then they linked all of the data and found that the population of 300 individuals cost Denver 11.4 million dollars a year across systems. They then calculated that it would cost 5.4 million a year to provide permanent supportive housing for the 300 individuals. They found out that they could effectively eliminate chronic homelessness of this population while saving 6 million dollars a year. It is a familiar story because we know that there are many preventive solutions in permanent supportive housing that get better results and save money so why are communities around the country not implementing them. It turns out that there are barriers. In Denver there were budgetary barriers that included the cost of ramping up the new systems because when they were spending so much on social services it is hard to find the budgetary space for the preventative services in addition to the political risk but what if communities could contract for performance and only pay if the system worked so Denver was able to scale up permanent supportive housing with HousingFirst through Pay for Success. Pay for Success is performance contracting for the social sector but where performance is rigorously verified through social outcomes. Denver will pay once the target population of 300 individuals is stabilized and verified to no longer be homeless and once saving from that are achieved. The government is great on funding innovation whether it paying for performance or innovation and when it comes to the social sector they are much more likely to pay for outputs and compliance than outcomes and impact. When it comes to social services including homeless response, we are often a customer for process and activities rather than a customer for outcomes. Addressing that challenge is the heart of the social innovation agenda. The principle is where there is evidence that programs are achieving outcomes that are determined by rigorous analysis to be out performing the status quo than the government should act in replicating and adapting those programs. There are growing programs across issue areas that are achieving definitively and measurably better results. With homelessness there is no area where there is better

evidence of the solutions that work and HousingFirst and permanent supportive housing is a poster child for what can be achieved when evidence-based solutions are implemented. It is achieving outcomes that many people did not think possible. Despite overwhelming evidence that it gets better results and saves money there is still a long way to go. It is by far not universally implemented. Veterans with post-traumatic stress (PTSD) have a very high rate of unemployment which is a significant feeder to veteran homelessness. There is a program at the VA that connects veterans who suffer from PTSD with jobs 28% of the time, but we know that we could do better. There is an individualized placement support that has 22 randomized control trials including one exclusively with veterans with PTSD placing them in jobs 76% of the time. That is 270% better than business as usual but if you are a veteran with PTSD and seek help today you will almost get the 28% solution. We are very interested in why some of these solutions do not happen. It is not the policymakers who do not want to implement the best solutions there are real barriers which Pay for Success can help address. What are the barriers that prevent us from implementing the best solutions that are evidence based?

1. We know that tight budgets and funding restrictions limit resources available to pay for preventative solutions. When a homeless veteran hits the criminal justice system or the emergency room we pay for that but the solution that prevents them from hitting the system in the first place is often hard to find resources for so Pay for Success solves that problem because the way Pay for Success works is you only pay for the outcome which means you create the budgetary savings and pay for it once the savings is created.
2. The wrong investment pockets problem is an investment by local housing agencies may save money to the healthcare system and justice system but the housing agency will not see the savings and the healthcare and justice system usually do not have the authority to invest in housing so we get stuck. Pay for success solves that problem. It enables the agency to contract to pay for the outcomes that are relevant to them and share the costs so even if the intervention is not in their wheel house. For instance while it may be hard for the healthcare system to pay for a housing intervention it is easier for them to pay for the positive healthcare outcomes that result once the healthcare outcomes can be verified. The mechanism of the outcome contract enables agencies across silos to pay for a fair share for the savings and outcomes that they will enjoy in their issue area.
3. The political risk of trying something new. An intervention can fail and constituents can get mad invested in the status quo and will point out the risk and be a barrier to change. Pay for Success also addresses the issue that tax payers are not on the hook if it doesn't work because government only pays for success. How does Pay for Success work in practice. First you have an entity that may be willing to pay for positive outcomes. Then you have a service provider who says I will try. The problem if you are a nonprofit service provider you usually do not have the money to deliver an intervention, wait for the results and evaluation, and then get paid. It is a real challenge and that is where the mission of investors and philanthropy come into play and take the risk to pay the upfront costs to the service provider to deliver on this intervention over time and they achieve outcomes. The evaluator evaluates the outcomes and asks were the results positive or negative and the evaluator tells the government the system worked which triggers the payment in through the Pay for Success contract and a series of government agencies combine and pay back the investor. It is very simple and it is what government does across all sorts of issues areas but it is performance contracting for the social sector and not where we are measuring how many people got trainings or how many heads and beds but measuring the specific social outcomes.

It is the center of the President's Social and Innovation calendar and the focus is how the federal government, philanthropy, state and local government help can. The United States is the largest market in the world for Pay for Success with approximately \$100 million invested and the Santa Clara investment was the eighth in the country. How can we help? One way is to help communities take action and do some feasibility studies. How can we get the philanthropic and mission investors on board, how can we identify the service provider, bring all of the parties together and actually close these transitions to scale up these evidence solutions. The brass ring is the government can pay for outcomes. Too often government is the customer for compliance and process. A critically important role is data because if we are going to pay for outcomes we need to evaluate them and historically data can be expensive. Data makes evaluation more affordable. Every division of government has administrative data. They are tracking the costs and services that the individuals are receiving. When a homeless veteran hits the healthcare system, VA system or criminal justice system, we know how frequently and how much it costs. We rarely track that data in real time to know what their lived experience is today. The traditional RCT surveys is complicated, time consuming and expensive. Data can make it cheaper and faster and more accurate and real time so social service providers can do rapid psyche evaluation and can learn and course correct. Palo Alto, Silicon Valley, Santa Clara County is better positioned than any community in the country to make use of this tremendous intellectual and commercial asset. I am thrilled that companies like Palantir and Google are looking at ways that they can bring their unique skill sets and abilities to reduce the costs of affirming social outcomes to track them and provide better services for veterans. Palo Alto and Santa Clara County can lead the nation. He stated that on behalf of the President he would like to thank you for showing the rest of the country what is possible.

#### Questions from the Audience.

Norman Carroll stated that "Housing First" was mentioned several times to be the service model at the new facility on the VA campus in Menlo Park. It is illegal to be under the influence on a VA facility. It cannot be Housing First when you are trying to house people and help them get clean and sober when they are under the influence, and to get to the housing that is going to keep them clean and sober how. How do you make that work?

Kate Severon, Chief of the Homeless Programs, VA Palo Alto replied that the VA has 60 units of permanent supportive housing. The question is if the veteran is under the influence when they arrive they are not allowed to be there. How is that consistent with harm reduction of Housing First? The VA is working with the director on a waiver but the final status has not been confirmed.

Sue Serrone asked if Mr. Wilkinson could elaborate a little bit more about the data analysis that the government is doing and if Google, other high tech companies, Stanford or other universities are contracting with the government for data. Mr. Wilkson replied that the government is making early progress on these state, local, and federal government localities which are often in the best position to do this and much of the data exists at the local level and the challenge is they are often siloed. The challenge is not in the data analytics because companies like Palantir, Google, and data science firms have the capacity when the government makes the data available to them to link it and garner all sorts of lessons that we may not be able to see. The data can often surprise us. As he mentioned the wrong pockets problem an intervention that costs a dollar may be worth 40 cents in savings to the health care system, 30 cents in the criminal system and 30 cents of savings to another system but it is not worth it to anyone of them to pay for the program but if they could combine and see the saving

together there is a workable solution that comes from linking data. Palantir is now working with Santa Clara County on a pro-bono basis to link the data. The hardest part is the data sharing agreements because it is critically important to maintain the privacy for individuals who are receiving services and our data sharing agreements need to affirm that it is unquestionably the priority. The challenges that we see across the country is getting to these agreements can slow things down. Once you get there we have the tech capability to link this data and draw lessons from the outcomes and to help social service providers understand the impacts of their work and achieve better outcomes.

Lynn Huidekoper, a homeless advocate, stated that there is zero housing in Santa Clara County and that is why we have 7,000 homeless. The average rent is \$2,500 for a one bedroom and it is fabulous at the Executive Branch level that you are now addressing this social and humanitarian crisis because people are dying having to sleep outdoors. One year ago she looked online to see if Congress had a homeless commission and did not see any evidence of one on the federal level.

Ms. Malachowski replied that she has not looked into whether Congress has a commission but if it does not your point is valid. Talking to your local representatives and having them push that issue forward whether we are talking about the mayor today, county executives or your own representatives in Congress. What she can say that Congress did establish the United States Interagency Council on Homelessness or what is referred to USICH and their website is where information can be found regarding Housing First. USICH is established by Congress and is the clearing house for 19 federal agencies that all come together on homelessness. While she cannot speak for Congress whether they have a commission, she can tell you on a federal level that USICH may be a place for you to look and do some research.

Sue Dremann asked whether once the initial outcome of a particular program has been successful how will the ongoing support be achieved? You may have a structure that you built but there are programs that are needed so how do you maintain a certain level of service and care?

Mr. Wilkinson replied that this is not a one-time outcome like creating a structure. Pay for Success is a tool that enables government to continuously track outcomes and pay for outcomes as they are achieved. It also enables social service providers to continuously assess their performance in whether they are achieving the outcomes that their mission is set out to achieve. For instance, a social service provider that is providing services to the homeless may be seeking to place them in permanent supportive housing which is not considered an outcome but the outcome is the improved stability of life, less chemical dependency, less interaction with the criminal justice system, fewer trips to the emergency room and that generates continued savings to the social service system which is continued resources to pay for the savings. At the same time we do not see Pay for Success as a long term solution. We see Pay for Success primarily as a tool to enable governments to overcome the barriers to implementing evidence-based solutions. In particular there are political risks and budgetary barriers to try and execute on preventative solutions. Pay for Success is a great way to overcome the barriers because you do not have to pay for it if it does not work and you will generate savings and once you generate savings that is when you pay. We would expect that after a community has engaged in a Pay for Success solution implementing a service and once they bite the bullet and do it with Pay for Success they may say we do not need to pay mission investors a 2-4% return let us do it directly but continue to track the outcomes.

Pastor Bains, President, WeHope Shelter in East Palo Alto stated that it is tragedy to see any death but particularly the homeless who are left out and behind in so many ways. What would be the on-



ramps if an organization has something that they feel is very innovative to use as a hook to get the homeless the services they need because some homeless will not come to a shelter. How can we partner with you to get something that is scalable if we have something we feel is innovative.

Mr. Wilkinson replied that Santa Clara County is a hot bed of activity. First you need to be working on a mission that is shared by the government or someone that is willing to pay for positive outcomes. Second you need an intervention that can yield results that are measureable. Through the solution government pays for outcomes and you need to be able to measure those outcomes once they have been achieved. If you have a great high impact program and you know that the government cares about doing more of it then the next thing you need is someone to be willing to pay for the delivery of the service. Pay for Success leverages the philanthropic and mission investors because what you need is someone who is willing to make a bet on you and say “I will pay upfront to implement this solution and the government is willing to pay them back once the outcomes are achieved.”

Ms. Malachowski added that this is the first step, and she challenged the mayor, Commissioner Alhassani and his team, and the VA to leave here today with a call to action that this is going to start a drum beat on the path to end all homelessness so the right people have to be at the table. The next step, leaving here today, is to agree to come together in working groups because what you need to do is map the reality of Palo Alto and figure out what your organization does that another nonprofit does and determine where there is an overlap and identify those gaps. The hard part is agreeing that those are the right gaps because different organizations view the problem in a different lens. It is hard because these are people who have dedicated their lives with passion, with emotion and feelings are attached and it does require some tension sometimes in deciding what are the priorities and joining forces even with people you do not see eye to eye and move the ball forward. The next steps are forming a working group and admit that no one organization here has the solution.

Commission Alhassani stated that the second half of the summit will be focused on our community. The housing panelist will have three to five minutes to introduce themselves, talk about the work they do and then questions will be asked to the panelist and then Vice Chair Stone will do the same with the healthcare panelist. The remainder of the time will be saved for Q and A with the audience.

Janbir Sandhu, Manager of Supportive Services for Veteran Management, HomeFirst stated that HomeFirst is the leader in providing services to those who are currently homeless and disenfranchised in Santa Clara County. HomeFirst has been partnering with other service providers for the past 35 years with multitude of programs including the largest shelters in Santa Clara County sheltering 250 individuals per night and also the cold weather shelter program in Sunnyvale, San Jose and Gilroy which start at the end of November and go through March. HomeFirst provides medical respite programs at the Boccardo Reception Center for individuals who are partnering with the Valley Regional Medical Centers and who are homeless and do not have a space to go. One of our largest programs is the outreach with the City of San Jose and in conjunction with County of Santa Clara. HomeFirst provides mental health programs which includes case management, support to find housing assistance, employment assistance and overall stability for the household. HomeFirst also has a plethora of veteran programs. HomeFirst’s HCHV contract includes our veterans enhance shelter program, the GPD program, grant per diem program and a two-year veteran program onsite in San Jose and the SSVF program for the last four years. HomeFirst has a plethora of relationships with the City of San Jose, the County of Santa Clara, the VA system and other nonprofit organizations in Santa Clara County to make sure each veteran has a home which is our campaign to end veteran homelessness. HomeFirst has signed on with the county and VA to end homelessness.

Jennifer Loving, Destination Home, a public private partnership that works to end homelessness in Santa Clara County stated that Destination Home uses collective impact strategies. In 2011 Destination Home launched Housing 1,000 where almost 1,000 people have been housed in Santa Clara County. Destination Home worked on the Community Plan to End Homelessness which calls for the creation of 6,000 new housing opportunities and is looking to create or find over 700 housing opportunities for veterans and is happy to be working with Supervisor Cortese and Mayor Liccardo who have already accepted the challenge to end veteran homelessness. The Board of Supervisors recently approved over \$1 million in new rapid rehousing dollars for veterans joining the funding from SSVF that our nonprofit providers as well as the HUD VASH subsidies. Destination Home's work will be connecting the private sector with landlord communities as well as continuing to find resources to fill the gap for the veterans that are not yet identified for housing. Ms. Loving added that *Home Not Found* which is a cost of homelessness study released a few months ago looking at the cost of homelessness in Santa Clara County. The study determined that the county spends over \$500 million a year managing homelessness largely through our correctional and healthcare systems and the information launched the counties first Pay for Success project focused on chronic homelessness in Santa Clara County which is administered by Abode and lead by the county and private investors. Housing is the solution but we know that the traditional resources like Section 8 and HUD dollars do not work in Santa Clara County because they are not market solutions when these rents are higher than any federal payment standard means that the 300 veterans that have HUD VASH vouchers have no place to go. What our next challenge is besides creative uses of land and money how to invest in more supportive and affordable housing and how to make these federal tools more workable in our local landscape.

Jennifer Knapp, Healthcare for Homeless Program, Department of Domiciliary of Service, U.S. Department of Veterans' Affairs stated that their programs are supposed to address the clinical and economic needs of the veterans and work together to tailor a customized and unique mosaic fit to the unique needs of veterans. The National Call Center is the VA's newest accessibility program for the veterans who are not plugged into the VA system. The program is for veterans who want to call to talk about their homeless solutions and find out what the VA can provide. The program is an important gateway for the veterans who want to know what types of services are available to them. In 2014 there were 1,029 calls to the call center. The VA has emergency housing for up to 90 days with 70 contracted emergency beds in Santa Clara County which includes one site for families, one site for veterans who have serious mental illness and one site for veterans with sexual offences and medical respite. The grant per diem program is an older program with 141 beds in Santa Clara County where veterans can stay up to two years to work out problems and then move on to permanent housing. Santa Clara County is classified as a Priority One Place where the county is receiving surge funding and receiving funds to help veteran families. SSVF is one of the VA's flexible programs to meet the needs of the veteran not only rapid rehousing but to prevent veteran homelessness. HUD VASH is one of the VA's more successful programs not only to house the veterans but to stay housed which combines a Housing Choice Voucher from HUD and clinical support and case management with VA case managers. From 2013-15 322 veterans were housed in Santa Clara County. In the local jurisdiction 587 veterans have been housed this year.

Ky Le, Director of Santa Clara County Office of Supportive Housing stated his office is responsible for implementing the Board of Supervisor's priorities around housing and homelessness and the focus is on providing affordable housing for the poorest residents in the community who are earning 30 percent or less of the area median income including people on fixed income such as supplemental

security income and SSDI whose income are 15% of area median incomes which means someone earning \$12,000-\$15,000 per year. The department is focused on the most vulnerable and neediest individuals in the community, people with serious mental illness and who are poor, young people coming out of the foster care system, seniors with fixed incomes with chronic health conditions and because of those priorities our office is very focused on reducing homelessness especially chronic homelessness primarily their impact on the safety net system: emergency rooms, jails, etc. Our department is responsible for coordinating all of the HUD Continuum of Care grants \$15 - \$17 million worth of homelessness services and managing the coordinated system for permanent supportive housing in the county with 1,000 supportive housing and case management slots. Broadly the county's role in ending homelessness among veterans and other populations is really a leadership and facilitation role and the county is well positioned to provide many of the supportive services necessary. If you are seriously mentally ill in Santa Clara County and on Medi-Cal, it is the county's responsibility to manage your care and provide you with entitlement benefits. It is through the county's services to leverage federal and state dollars. We have a role as a safety net provider of services in our community and many of those services are connected to homeless. The county has to play a role in facilitating housing development for the populations across our community because we can spend our money and partner with cities to make the supportive housing and programs a reality and the county is doing that through the Care Coordination Project. The county is partnering with the City of Palo Alto using funding from the city to provide services. What the county needs is housing and the question is not how will it be funded, how will the services be provided or who is providing the case management and the question is where is it going to be built that is question that is difficult and uncomfortable to answer because it is who's land, where is going to be next to and whose funding. The cities and counties have shown leadership in trying to provide as much resource as possible to bring supportive housing to fruition.

Commissioner Alhassani asked since the 2015 (homeless) census was completed could you please provide a summary on how many homeless are in Santa Clara County, what does it look like, and the reason they are homeless?

Ms. Sandu replied that in Santa Clara County the homeless population has dropped by 14% since the last census which is the highest decrease in 10 years. The veteran population dropped just 2 percent so we need to target veterans and make sure all avenues for spaces are available for all participants. The last PIT (point in time) count had identified 718 veterans and the VA gap analysis includes the 718 individuals who qualify for the grant per diem programs, HCHV, shelter bed programs are taken out and estimating 1,159 veterans who are homeless in SCC and the demographic overall 58% of veterans are white, 30% are black, 71% recently became homeless or not chronic homeless, the greatest percentage of veterans living in owned home or rented by themselves or shared is 39% right before they became homeless. Primary causes of veteran homelessness 32% reported job loss, 19% percent the use of drugs and alcohol was their highest cause, 18% due to chronic health conditions, 14% divorce or separation and 3% due to a fall out with friend or family member.

Commissioner Alhassani stated that for past two census counts homelessness has dropped 14% but among the veteran population it has only dropped 2 percent. Do we have a hypothesis and why?

Ms. Sandu stated that in 2013 Destination Home had one of our largest shelter programs for veterans open up called HVEHF which increased the shelter count from unsheltered to sheltered so the shelter count went down drastically; however, ever since then the solutions are in place but solutions are not as big. When it comes to non-veteran homeless populations, the local governments had really

coalesced together around aggressive permanent supportive housing strategies since 2011 and really aggressively focused on using Housing First amongst the vulnerable neighbors. Cities and counties went all out with \$100 million in new money for these kinds of activities and many nonprofits were working together and if there was not a drop in homelessness we would have been surprised. Veterans were housed during that effort but the local Continuum of Care does not oversee the HUD VASH vouchers so those are administered separately and are being housed at an incredible rate. She thinks moving forward blending the Continuum and having a more integrated approach would be beneficial.

Ms. Knapp added that even though the decrease was 2% there have been approximately 620 veterans in Santa Clara County that have been housed. There are many more people who are actually looking to help veterans with phenomenal efforts of the nonprofits and SSVF providers.

Commissioner Alhassani asked what the Housing Task Force was at the County Level?

Mr. Le stated that Supervisor Cortese and the Board of Supervisors created a Housing Task Force which first met in April and will continue to December. The purpose for the taskforce was to identify some solutions or interventions that could be implemented quickly with a focus on meeting the basic needs of individuals. On September 15 the Board of Supervisors approved the funding for one-time funding of \$13 million and \$8 million annually for new homeless services and of those services \$1.1-\$1.2 million was for permanent supportive housing and rapid rehousing for homeless veterans. The reason why the staff made the recommendation was that the VA does an excellent job of providing permanent supportive housing through HUD VASH. The SSVF is an excellent program but it is the combination of the two programs plus flexible discretionary funding from the county that makes the program complete because when you have a program at the federal level there are still folks that fall through the cracks and as the county knows that people fall through the cracks usually end up at the county's door. Finally the county is trying to create a supportive housing system because when the county creates the housing units there is a service system in place to make sure the people are successful in obtain and maintaining their housing.

Commissioner Alhassani stated that even though the housing complexes are very expensive and the county is spending \$500 million on homeless services we can basically ballpark the savings the county will receive?

Mr. Le replied that the cost study did identify that the homeless use approximately \$500 million in services each year and 50 percent of the services are used by less than 10% of the individuals but they are not getting better or housed. While creating intangible cost savings we cannot close down the jail or emergency room, but they can be made more effective and provide services that will help people recover and increase their health.

Commissioner Alhassani asked Jennifer Loving to speak about the Community Plan to end Homelessness. Ms. Loving replied that Destination Home worked with many folks in the community to create a regional community plan to end homelessness and Destination Home Board became the Continuum of Care Board which makes Destination Home responsible for the federal dollars and there was a mandate for the region to have a 10-year plan. The governing jurisdictions had a diverse group of stakeholders to create one regional plan that all could adopt, the plan was created and endorsed at the end of last year. Santa Clara County Board of Supervisors, Housing Authority, Silicon Valley Leadership Group, Santa Clara County Water, cities of San Jose, Morgan Hill, Gilroy

and Campbell have already endorsed the plan, and are working on getting a 100% endorsement. The basic strategy is everyone needs to work together to create housing that is accessible to the homeless population. The target is 6,000 opportunities with the service dollars to maintain the housing and foster homelessness recovery and stability in their housing and cut through the bureaucracy. How do we make it easier for people to get the help that they need and some of that are money and coordination and the massive investments coming out of Santa Clara County because the county created the Office of Supportive Housing to target homelessness. The county created the office and consolidated staff, expertise and housing contracts and dollars under one roof and now more partnerships are able to be executed.

Commissioner Alhassani asked what would help support the efforts of the panelist. Jennifer Loving replied that all available land within jurisdictions needs to be looked at for affordable and supportive housing. When cities grant money to developers you need in exchange direct access to the housing units for the most vulnerable populations within your cities. You can work with partnerships with the county and local entities to create services and other dollars to make the projects workable.

Ms. Janbir Sandu added that the people who are involved in local governments need to engage with local landlords and employers to house and employ veterans and give them equal access to all services from macro to grassroots and look at each strategy. There are services and local outreach lines and how do we engage someone who is currently homeless to outreach services, how do you as an individual partner in your city, county or on your street and how can we have awareness with everyone you know on this issue of homelessness.

Ms. Knapp added that we all own this problem, so next time there is a proposition for affordable housing make sure the citizens and colleagues do not vote it down. The question is how many paychecks are you from homelessness? If you lost your job tomorrow how long could you stay in housing before becoming homeless considering that we live in one of the most expensive areas in the county? Many of the homeless vets have jobs, but they are underemployed and cannot afford to find a place to stay here.

Mr. Le added that the National Alliance to End Homeless has five steps for ending homelessness and the most important is to set a clear and numerical goal and timeline. How many veterans will be housed in this region and when and where is the address.

Vice Chair Stone thanked Commissioner Alhassani and all of the panelists. Vice Chair Stone asked the Healthcare Panel to introduce themselves.

Rex Andrea stated that he retired recently from the County of San Mateo as the Emergency Response Coordinator for the Human Services Agency and has been involved with the Center of Homelessness and coordinated many homeless outreach events and the biannual census. Mr. Andrea added that he is a Vietnam Veteran and has experienced homelessness and is a recovered substance abuse user with 32 years clean and sober and will focus his comments largely on his past because the counties are good about public service and have broad concepts that are meaningless until you bring them down to an individual level. There are very diverse populations and there is no one size fits all and it is essential to break things down in a way that services are brought to individuals because people always fall through the cracks unless you address their specific needs.

David Grillo Coordinator of Criminal Justice Outreach Programs for the Veteran Administration

stated that the VA Palo Healthcare System has a very vast system that covers 10 counties locally. The VA Healthcare System operates three primary medical centers in a series of outpatient clinics and serves approximately 70,000 veterans who are actively using the system. The system is home to a variety of regional treatment centers. We are very lucky to have these resources including poly trauma, rehabilitation center, spinal cord injury center and national center for post-traumatic stress disorder. The VA Health Care system also has an affiliation with Stanford University Medical School which includes vast research in medical training partnership including all specialty and sub-specialty medical services. The VA covers general medical care, specialty inpatient and outpatient medical services, mental health including inpatient psychiatry and outpatient mental health with some specialty mental health services including outpatient post-traumatic stress disorder clinic, men's and women's inpatient post traumatic disorder recovery programs, substance abuse services with three residential programs, a 28-day residential program in Palo Alto, a 90-day program in Menlo Park and 180-day homeless rehab program in Menlo Park which is recognized as a National Clinical Center of Excellence. The VA also has employment programs and a series of specialty services for OIF/OEF, recent Iraq and Afghanistan conflict, case management services, services for traumatic brain injury, and a suicide prevention team and national hotline. Series of outreach services such as a mobile medical van and a HVRP Homeless Veterans Rehab Program Outreach services van which travels to over 100 locations in Northern California, a series of housing resource groups, drop in groups where veterans can be linked to housing assistance, a call center for homelessness that is open 24 hours a day. Mr. Grillo stated that the programs that he oversees are the Criminal Justice Outreach Programs. Incarceration is among the largest predictive factors of veteran homelessness. We estimate that 5-10% of the incarcerated population is veterans. The VA has several initiatives and one is the State and Federal Prison Outreach Initiative called Healthcare for Re-Entry Veterans and the other is Veteran Justice Outreach which does outreach to county jails and courts. The VA has the largest treatment court overseen by Judge Manly and training for law enforcement. Common healthcare needs are the most common, multiple co-occurring medical issues are common, serious mental health disorders, substance use disorders and dual diagnoses, and dental issues is one of the top issues for veterans.

It is a challenge to engage the homeless veterans in health care. Approximately half of the veterans surveyed at the last PIT count were utilizing VA Healthcare Services but many more would be eligible for the services. There are many veterans who did serve their country in uniform and for various reasons had discharge status or the lengthen they served is not eligible for care but may be eligible for services in the county system.

David Rice, army veteran and addiction therapist at HVRP which is a homelessness veteran rehabilitation program stated that in 2007 he found himself homeless and his contributors were long-term unemployment and substance use and once homeless it is a daunting task to get out because you feel hopeless, feel bitter about where you are coming from and then you cannot find a job. From 2007-10 he lived on the street and in a car and was unable to find his way out. In 2009 a Marine told him to get medical care from the VA hospital in Palo Alto. Veterans do not want to identify as homeless because they are self-sufficient and highly trained and like most veterans living on the street he was addicted to drugs and alcohol and ended up in the criminal justice system. After being in and out of the criminal justice system, the Veteran Justice Outreach told me about a program in Menlo Park called HVRP. Providing a home is only a small step of getting out of homelessness; there is behavior, substance use, legal issues, finding a job, and HVRP allowed me a safe place for 6 months to get a handle on the substance abuse and learn new coping tools. HVRP is a comprehensive program which provides coping tools, gives you significant tools to help deal with emotions and learn new relationship skills and allows a safe place so you can look for a job, clear criminal records and

get help removing state and local legal fees. The VA has a program called Compensative Work Therapy where you can get a job at the VA for one year which allowed you to find out what skills you have. While working at HVRP he has found a meaning and purpose that he had in the military but lacked as a civilian.

Bruce Ives, CEO of InnVision Shelter Network (IVSN, a services provider for homeless people from San Mateo and Santa Clara County with 17 facilities that stretch from Daly City to San Jose and about 1,000 people sleep under their roofs per night.) Mr. Ives stated that out of nine of their larger shelters six caterer to families and across the range of services IVSN sees veterans and serves veterans. At the Maple Street Shelter in Redwood City there are 75 beds which 25 are vets and the program director is a vet. Haven Street is one of the largest family shelters in San Mateo County and 1/3 to 1/2 of the families there have a head of household that is a veteran. The Montgomery Street Shelter is largest individual shelter in San Jose with 85 beds and there are certain beds set aside for a medical respite program for medically fragile veterans coming out of the VA hospitals so they do not get discharged into homelessness. At IVSN's large individual facility called Julian Street caterers to people with mental health issues. IVSN has a unique program in East Palo Alto called Veterans Hotel which is a small house where veterans from the outside of the bay area can stay for 2-4 nights to get into programs to serve homeless vets and in San Mateo County IVSN runs a motel voucher program so if you are homeless in San Mateo County and the shelters are full the first step to getting off the street is to get a hotel voucher. One of the five key takeaways for the summit is this is not one size fits all and there are specific things that can be done to help veterans overcome homelessness and get back to stable housing and self-efficiency. InnVision Shelter Network works in very close collaboration with the VA and there is no federal agency that has more of a focus in combating veteran homelessness than the VA because the VA are very good partners in a range of issues. IVSN employs a number of veterans, not just for their leadership quality, but because it provides an enhanced cultural competency; the fact that there are people working at the shelter that have been through what our clients have been through helps us provide a better service. The one key factor of fighting homeless is collaboration. The problem is too big and complex and it is important to coordinate and collaborate with the VA, HUD, partners in the county and cities, Destination Home, Home First, Downtown Streets Team and our nonprofit partners. There is a lot of conversation about resources but often times the questions are framed as either/or. Should it be shelters or permanent housing, should we focus on vets or civilians what is the priority is it individuals or families? There cannot be either/or questions, because we have to fight across the spectrum for families and individuals, we have to build permanent housing and have resources in our shelters to get people off the street, we have to fight for vets and civilians and if we do that in a collaborative fashion we can continue to progress that we are starting to see in combatting homelessness.

Eileen Richardson, Downtown Streets Team, Peninsula Healthcare Connection, stated that Peninsula Healthcare Connection is the medical clinic inside of the Opportunity Center in Palo Alto and services range from free psychiatric services to stress management classes, Medi-Cal and benefit sign ups at the SSI clinic by the Stanford Law School. There is a complete full range of services. Approximately 25 percent of the patients that are served are veterans. Downtown Streets Team was founded in Palo Alto in 2005 and it is now in seven communities across the country. Seven out of the ten attributes to health and happiness is having something to do during the day. You must have the men and women themselves involved in the solution and you really need to motivate the men and women to want to try again because they have lost all dignity and hope. In 2006 Dr. Don Barr founder of Peninsula Healthcare Connection did a survey in Palo Alto and asked the homeless men and women what is some of the biggest issues about being homeless and it was not being cold or

hungry it was the way people look down at me and we have been trying to be unique and get people to be part of a team and feel better about themselves again.

Vice Chair Stone asked how do you get veterans more involved in the system? Ms. Richardson stated that Downtown Streets Team does a unique method of peer to peer outreach so the men and women become volunteers to clean up their communities in exchange for stipends. Downtown Streets Team takes care of the basic needs so they can start focusing on themselves. They wear their bright yellow shirt and turn from a pan handler to someone receiving congratulations from the Chief of Police for a job well-done. It is a real hard road but if you can put on the shirt and feel like a good guy in the community goes a long way.

Mr. David Grillo stated that he agrees that the peer model of HVRP veterans helping veterans is extremely effective. The VA has psychologists and social workers but talking to another veteran who has had the same experiences will understand and will not need explanations. Getting veterans together in groups and allowing them to help each other is the biggest way to get them involved in their own treatment.

Mr. Andrea stated that for many years he felt different from everyone because no one knew the pain he felt and the survivor quilt that he carried. Early in the recovery from substance abuse a fellow veteran told him that he needed to attend a certain group so he took him there and as he looked around a man looked at him and said 11 Bravo and from that time on he did not need to tell his story because they knew my story. Mr. Andrea stated that it was like someone lifted a 60-pound rock off his back because there was nothing more effective than one veteran reaching out and helping another one and sharing their story. It is important when dealing with veterans one on one these folks are not victims and they are not weak but they have powers that they may have given away. Veterans have barriers and it is our job to help remove the barriers. It is about removing the barriers so veterans can get on with their lives. They may feel like they cannot do it themselves but it is our job to empower them. There are no victims.

Mr. Grillo stated that there are peer support services which are a professional wing of the VA where veterans receive a certification on how to clinically engage with fellow veterans on a professional level. The VA has peer support services, including HUD VASH, where a peer will go to a veteran's home to assist them from being homeless to the point where they are housed and engage the veteran. How do we engage veterans? The first thing is that veterans need to understand that they are veterans. Often times they may have served in combat but do not understand that they are veterans. There is a terminology language that is very common that someone is not a veteran even though they served in combat so the VA has learned to ask the question if they have ever serviced in the United States Armed Forces. The VA has done some studies in the California prison system during booking it is asked are you a veteran and the response rate is about half of the actual number of veterans.

Vice Chair Stone asked how could all of the people in this room better help your agencies succeed? Mr. Ives stated that it is a complex problem and it is a worry that the complexity of homelessness overwhelms people. People get homelessness fatigue. People who want to unlock this tremendous wealth in the Silicon Valley want to focus on the shining new thing. The biggest moral challenge in this valley is housing our neighbors and keeping them housed, and we must all come together whether it is supporting nonprofit groups through donations, lobbying our elected officials, convincing our neighbors to support more ballot measures to build affordable housing, whatever that can be done to move the ball forward. We have to stay engaged because if we give up things will



start sliding backwards and because we are making progress and it is important to keep the momentum going.

Mr. Rice stated that it is about collaboration. The problem is not going to be solved by local, federal and private agencies doing things on their own. In the military everything is done in collaboration and in forums where people are talking is what is going to change the problem.

Mr. Grillo added that this is a problem that is going to continue as long as there is a housing crisis in Silicon Valley. Within our ten county catchment area homelessness has ended by 40 percent in the last 5 years that the VA has had an initiative to end homelessness. The percentage is vastly different than what is going on in Santa Clara County which is a huge challenge because of the housing market. The more solutions that can be created together and the more partnerships that can be formed, the more creative and persistent over time he think it can make a huge impact in the county.

Colonel Malachowski stated that earlier Mr. Andrea tried to define what a veteran looks like. A Vietnam veteran looks like Mr. Andrea and a combat veterans looks like me. If the two of us were walking down the street no one would ever point us out and say that we are veterans. In the media they talk about the 1 percent that has served their country and sometimes it can be a divisive number but you need to understand that the 1 percent comes from the 99 percent. Veterans are from Palo Alto, Omaha, from big cities and small cities, men and women from every ethnicity and religion, gay, straight, and we just love our country. Ms. Malachowski added that between Rex and Dave she is proud to be a part of your tribe and what she would love for is for them to have her challenge coin.

Corey Friccero, Veterans' Outreach Worker, GoodWill Silicon Valley, Santa Clara County and San Benito County stated that he has experienced when meeting homeless veterans on the streets that he can give them hope but a lot of the times he have issues getting them housed. The question is for InnVision Shelter Network and HomeFirst that there are waiting lists involved and the homeless fall off the map because he sends them to shelters and they do not get in that night and then do not hear from them again. It is important to look at emergency shelters because if someone is willing to go to a shelter that night they should be able to go in that night.

Sandu Bir replied that she would like to talk about the strategies that are in place right now and what strategies are coming up at the end of this year. Currently at HomeFirst there are many shelter programs so if one is a veteran they are not going to wait for a space to open up in a HCHV contract bed. HomeFirst looks for any available space in Santa Clara County for that night and if they cannot help you they look for any available shelter even if it means driving you there or giving you a bus token and be your partner with you. It is happening but it is happening very slowly it is taking effect but one person at a time. At a larger scale they are opening their coordinated entry system through Santa Clara County and the new HMIS system. Wherever the homeless reach out to there are no closed doors and through an assessment form find out what are their current needs and place them on a vulnerability list and all shelter programs can look at the list and based on their needs this is where they can be placed. The program is first starting with permanent supportive housing but not for shelters yet but HomeFirst is working toward a solution.

Mr. Ives added that Mr. Friccero described a real challenge that they face every night. On September 15 the Board of Supervisors voted on recommendations from the Housing Task Force with lots of interesting initiatives but a big chunk of the money is to get the full utilization of shelter beds in all of the shelters in San Jose to get the homeless off the street. The challenging news is when people come

into shelters and connect them with services to help get them ready for self-sufficiency and permanent housing there has to be housing available on the outside for them to exit our shelters. What we are seeing is the length of time people are staying in the shelter even though they have connected with services and have jobs and they are ready for stable housing. We have to work on the big picture to get more affordable housing and permanent supporting housing built so we can move people through the shelters to open up additional beds to get additional people off the streets.

Mr. Ky Le added that what the Board of Shelters funds five of the largest shelters in Santa Clara County which are all in San Jose. The shelters can be part of the solution as the part of funding was set aside and there was also funding set aside for interim housing such as hotels but connected to permanent supportive housing and rapid rehousing programs. If a client is enrolled in one of the programs, funding will be made available to provide a place to stay for multiple nights.

Mr. Norman Carroll a disabled veteran, who was unhoused and living in Palo Alto, stated that many of the unhoused in Palo Alto graduated from a Palo Alto high school. They get stigmatized by being called homeless because it makes them not belong where they live and with the veteran community feels burned by the system. Is there a way to get the stigma and burn out of the system?

Mr. Rice replied that it is a common feeling but veterans need to remember they created some of the problem themselves because things may not have gone well in the service or after the service, but they also created something. Helping a veteran find a way to accept their part of the responsibility and accept what they contributed to and providing them a help up because it is not about giving them a hand out but it is about a help up.

Mr. Paul Hebert, Project Sentinel stated that in talking to renters or people who want to rent that there is a dearth of places that will accept the voucher. Does any of your programs educate existing landlords that it is actually safer than you imagine housing a veteran that has support.

Mr. Jennifer Loving replied that rolling out a campaign that educates landlords on what the benefits are in renting to landlords because there are financial incentives. In a few months there will be a package for landlords to offer incentives with 24-7 connectivity on the phone if something is going sideways with a tenant but also money for repairs, extra security deposit money, renters insurance which are things that have not been traditionally offered for housing people.

Ms. Sandu added that there is currently a supportive services for veteran families that provides nine months of rental assistance, including security deposits, temporary financial assistance for a plethora of issues including car repair, childcare, to obtaining employment or benefits so a landlord knows when a veteran is housed through a SSVF program that they are not only getting someone to rent to them but is getting a team which provides supportive services that really promotes stability.

Ms. Loving asked if SSVF can pay market rate? Ms. Sandu replied that they do not have to follow fair market rate values so they do pay for market value which is equal to the housing opportunities available as long as it is affordable for a veteran family and after the assistance ends the veteran family can sustain that level of livability. There are veterans that are currently housed that are paying \$2,900-\$3,500 a months but with their combined income after the program ends will be able to sustain the housing.

Ms. Jennifer Loving added that one of the biggest lifts from the federal government is the VASH and

Section 8 being at market rate. The affordability is low at \$1,500 which is so much lower than the market is, but we cannot patch the subsidies and there is local money but it cannot be layered because it hurts the tenant and that is something that if there could be assistance it would be a remarkable transformation.

Ms. Penny Barrett stated that she her take away from Eileen Richardson, David Rice and Alex Andrea was that as a citizens of Palo Alto we are not all landlords and not all have deep pockets but we can look at anyone on the street in the eye and cherish them that no one is left behind.

Mr. Ken Horowitz stated that he is a Vietnam Veteran and is currently living in Palo Alto and is interested in dental issues for veterans. There are two local dentists in Los Altos that do pro bono work on Veteran's Day so let us encourage all dentists to do free dental work for veterans. There are 800 homeless veterans in Santa Clara County and over 2,000 dentists. I encourage everyone to ask their dentist to provide free dental care on Veterans Day.

Commissioner Alhassani stated that it concludes the program and wanted to thank everyone for coming. The HRC is happy everyone attended the summit but it is step one in the process. The goal of the summit was to activate our community, and we are making progress.

#### **ADJOURNMENT**

1. The meeting adjourned at 4:15 pm