



City Council Report

DATE: March 24, 2026

TITLE: **West Valley Homeless Services Feasibility Study**

RECOMMENDED ACTION:

That the City Council receive the report and provide feedback on the West Valley Homeless Services Feasibility Study and adopt a Resolution of Intent to support participation in a West Valley Homeless Services Implementation Task Force.

BACKGROUND

In July 2024, the City of Campbell allocated \$100,000 in American Rescue Plan Act (ARPA) funds to conduct a homeless needs analysis and feasibility study for the West Valley region, which includes the Cities of Campbell, Cupertino, Saratoga, Monte Sereno and the Town of Los Gatos.

In December 2024, the City contracted with Good City Company to conduct a needs analysis and feasibility study and in Spring 2025, the City of Campbell developed and entered into a Memorandum of Understanding (MOU) with the other West Valley jurisdictions, recognizing that homelessness is a regional challenge and best addressed collaboratively.

The project consists of two components:

1. **Phase 1 - Needs Analysis** (Completed July 2025)
2. **Phase 2 - Feasibility Study** (Completed; summarized in this report)

In August 2025, the City Council held a study session to review the Needs Analysis findings and provided feedback. The completed Feasibility Study builds upon that analysis and evaluates collaborative strategies the five jurisdictions could pursue to more effectively address homelessness across the West Valley.

DISCUSSION

The Feasibility Study evaluates opportunities for shared services, enhanced coordination, and strengthened regional partnerships to better align resources and respond to the

specific needs of unhoused residents in the West Valley. In addition, the Feasibility Study evaluates potential programmatic responses informed by the Needs Analysis report.

Needs Analysis Summary

The Needs Analysis, which was the first phase of the project, identified the scale and complexity of homelessness in the West Valley area. In 2024, there were at least 524 individuals experiencing homelessness. The analysis also highlighted that individuals experiencing homelessness are often less visible in the region, including families, unaccompanied youth, and those living in cars.

Key contributing factors include:

- High cost of living
- Limited affordable housing supply
- Wage disparities
- Structural inequities, including poverty and wealth inequality

The Needs Analysis noted that homelessness affects every member of the community, not just those who are unhoused. Finally, the report underscored that services and permanent housing are effective and save funds in the long run.

Following publication of the Needs Analysis, new Point in Time Count data revealed that the number of people experiencing homelessness in the West Valley area increased by 13%, compared to an 8% increase countywide between 2023 and 2025. Across much of the Bay Area and Santa Clara County, more people continue to enter homelessness each year than exit. However, other areas in California saw significant decreases in homelessness including in the Counties of Santa Cruz, Sonoma, Los Angeles, San Diego, and Ventura.

West Valley Unhoused Population Characteristics

The Needs Analysis also identified some key findings about the demographic characteristics of the West Valley Unhoused population as summarized below.

- Fifty-one percent of individuals in the West Valley have been homeless for two years or more, roughly double the national average, but lower than the rest of Santa Clara County.
- A higher rate of individuals in the West Valley are more recently homeless relative to the remainder of the County.
- Nineteen percent of homeless in the West Valley are youth and nineteen percent are families with children.

- Hispanic/Latino, Black, and American Indian/Alaska Native/Indigenous individuals are substantially overrepresented relative to their share of the population in the West Valley.
- The West Valley area saw a higher domestic violence survivor rate and lower mental, physical, and alcohol/substance use rate than the remainder of the County.
- West Valley individuals were more likely to sleep in their car or couch surf and less likely to utilize a shelter bed than the remainder of the County.

Existing Services and Identified Gaps

A brief overview of existing gaps and services are provided below. Additional information on existing services and needs is provided in the Needs Analysis and summarized in the staff report included in the agenda packet for the [August 4, 2025](#) City Council Meeting.

Housing & Shelter

- Lack of affordable permanent housing, especially ELI (Extremely Low Income) housing units.
- Lack of sufficient shelters. There are no standing temporary or interim shelters in the West Valley of the congregate or non-congregate model.
- The two existing safe parking programs located in Saratoga, Cupertino, and Campbell can serve up to approximately one third of the known households living in cars.

Service Delivery

- Lack of geographically centralized services
- Inadequate access to healthcare, mental health, and substance use treatment
- Insufficient outreach and case management capacity
- Limited transportation options for accessing services

Systemic Gaps

- Lack of shared knowledge and coordination across service providers, jurisdictions, and city departments
- Difficulty in scaling community-based services

Feasibility Study

The West Valley Homeless Services Feasibility Study analyzes potential policy and program responses to address homelessness in the West Valley area. The study notes that while homelessness is a complex problem, investing in proven strategies can have considerable positive impact on people experiencing homelessness and the community at large.

The Feasibility Study provides an analysis of several homelessness response programs and includes a series of specific recommendations.

Feasibility Analysis

The Feasibility Study provides a detailed analysis of several programs categorized into six categories:

- Homelessness Prevention
- Outreach and Case Management
- Immediate Needs
- Shelter and Parking
- Interim and Transitional Housing
- Permanent Housing

Each potential program is ranked with a feasibility score and an impact score as indicated in Table 2 below. The full Study provides additional detailed information on the methodology and potential program approaches for each program as well as additional ways to visualize the program landscape.

Table 2: Homeless Response Programs and Scores by Program Type

Programs by Type	Impact Score	Feasibility Score
Prevention (Feasibility Study p. 14)		
Homelessness Prevention & Rental Assistance	Highest	Highest
Opportunity Fund & Reunification	High	Highest
Hotlines & Information	Moderate	Highest
Tenant Protections	Moderate	High
Outreach & Case Management (p. 17)		
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 (p. 22)		
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 (p. 26)

Temporary Shelters	Highest	Moderate
Safe Parking	High	Moderate
Hotel Vouchers/Rentals	Moderate	Highest

Interim & Transitional (p. 30)

Rapid Rehousing	Highest	High
Transitional Housing	Highest	Moderate
Interim Sites	High	Moderate

Permanent Housing (p. 32)

Permanent Affordable Housing	Highest	High
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Key Recommendations

The Feasibility Study outlines a comprehensive set of recommendations. An overview of key recommendations is provided below.

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. The study provides an example set of goals and objectives that could be used as a reference by a West Valley homelessness response task force.
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.

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.

The Feasibility Study discusses actions at the local and sub-regional scale that have a high likelihood of making meaningful and measurable positive impact for community members experiencing homelessness and the community overall. These actions are likely to be particularly important in an environment where federal funding is less available.

An update to the [Santa Clara County Community Plan to End Homelessness](#) which serves as a roadmap for ending homelessness in Santa Clara County is also underway. Recommendations from West Valley Feasibility Study will be shared with the County to promote alignment between the plans.

West Valley Homeless Services Implementation Task Force

The Feasibility Study identifies the formation of a regional implementation body as a critical next step.

The proposed Task Force to meet this need would include:

- Representatives from the five West Valley jurisdictions
- County representatives
- Key institutional stakeholders (e.g., community college district representatives)
- Select service providers

The Task Force would be responsible for developing a formal implementation plan for the West Valley Homeless Services Feasibility Study, establishing measurable goals, defining governance structure, a financing strategy, and monitoring progress. Staff

recommends that the City Council adopt the Resolution of Intent supporting participation in the West Valley Homeless Services Implementation Task Force. The Resolution of Intent is intended to gauge the initial interest among all five west valley jurisdictions to participate in the Task force. Following adoption of the resolution of intent, staff will obtain a scope of services with a consultant to provide technical support to the Task Force and prepare an MOU outlining the role of the Task Force and funding needs. Staff would then return to the five jurisdictions with the MOU for adoption, and subsequently initiate work on the Task Force. Adoption of the Resolution of Intent by itself does not commit each city to adopting the subsequent MOU.

FISCAL IMPACT

There are no direct fiscal impacts associated with this item. Future implementation of recommended programs may require financial commitments from participating jurisdictions. Any funding proposals will return to the City Council for review and approval. Cost-sharing structures would be developed collaboratively among the West Valley jurisdictions.

NEXT STEPS

Pending Council direction, staff will obtain a scope of services with a consultant to provide technical support to the Task Force and develop an MOU for adoption, and subsequently initiate work on the Task Force. The other four West Valley jurisdictions are planning to share the results of the Feasibility Study with their respective Councils in the coming weeks and months.

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Report Approval Details

Document Title:	Report for West Valley Homeless Services Feasibility Study.docx
Attachments:	Resolution of Intent WV Task Force.docx West Valley Feasibility Study.pdf West Valley Needs Analysis Report.pdf
Final Approval Date:	March 18, 2026

This document and all of its attachments were approved and signed as outlined below:



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