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Diminishing and Preventing Homelessness: A Managerial Audit of Santa Clara County Nonprofit Organizations Addressing Homelessness

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Diminishing and Preventing Homelessness:
A Managerial Audit of Santa Clara County nonprofit organizations addressing
homelessness

by

Sergio J. Gonzalez

A Thesis Quality Research Paper
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BACKGROUND

While the problem of homelessness intensifies in the United States, the search for solutions becomes increasingly crucial. As the number of homeless people in Santa Clara County, California continues to surge, various sections of government and nonprofit organizations have intensified their search for ways to reduce the problem. There have been many proposed ideas for a solution, such as policy options and emergency measures to address local crises. For example, the city of San Jose, California, has opened a “bridged housing” community, allocating 80 tiny homes with beds, a desk, and air conditioning in two locations to serve as temporary shelters for homeless people who need a safe place to stay until they secure a permanent place to live. The City Council in San Jose transformed a shuttered Plaza Hotel into a temporary shelter for homeless people. In this research, there is no intention to assess government agencies or complex social and personal processes. Instead, the intention is to evaluate 12 nonprofit organizations and produce a managerial audit of their systematic developments that help the homeless community in Santa Clara County, California. How do Santa Clara County nonprofit agencies address the goal of eliminating homelessness through direct services or direct action? How do these agencies apportion their income (what percent do they spend) among their budget items in categories of administration, fundraising, and direct services?

These 12 nonprofits in Santa Clara County were selected for this research because they provide direct services and resources to a large homeless community in a responsive manner. The 12 nonprofit organizations - Bill Wilson Center, Catholic Charities of Santa Clara, City Team Ministries San Jose, Community Service Agency, Community Working Group, Family Support Housing, Inc., Gilroy Compassion Center, HomeFirst, LifeMoves, Sacred Heart Community Service, Sunday Friends, and West Valley Community Services - are located in

various cities in Santa Clara County. The funding that these nonprofits receive to assist homeless residents comes from the county and is revenue that originates from the state and federal governments (Flaming et al, 2015). Combined, these 12 nonprofits from the calendar year July 1, 2017, through June 30, 2018, received \$80,833,992 from the government to assist the homeless community.

Continuum of Care

The Continuum of Care (CoC) was created to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. CoC is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. Each year, an average of 461 CoCs' applications are submitted for federal homeless assistance funds in all 50 states. CoCs represent communities of all kinds, including major cities, suburbs, and rural areas (HUD Exchange, 2019).

The US Department of Housing and Urban Development (HUD) identifies four necessary parts of a continuum of care:

- Outreach, intake, and assessment in order to identify service and housing needs and provide a link to the appropriate level of both;
- Emergency shelter to provide an immediate and safe alternative to sleeping on the streets, especially for homeless families with children;
- Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed; and
- Permanent and permanent supportive housing to provide individuals and families with an affordable place to live, with services if needed (Burt et al., 2002).

CoCs are tasked to track and manage the homeless community in each respective area. These counts provide an overview of the state of homelessness in a CoC, and offer critical information needed to redirect services, funding, and resources. The CoC also manages these services, offering both prevention strategies and homeless assistance programs to assist those at-risk of or experiencing homelessness (Burt et al., 2002)

HUD's HMIS

HUD uses aggregate Homeless Management Information System (HMIS) data to better inform homeless policy and decision making at the federal, state, and local levels. The HEARTH Act, enacted into law on May 20, 2009, requires that all communities have an HMIS with the capacity to collect unduplicated counts of individuals and families experiencing homelessness. Through their HMIS, a community will be able to collect information from projects serving homeless families and individuals to use as part of their needs analyses and to establish funding priorities (HUD Exchange, 2020).

Homelessness in the United States

Homelessness continues to be a significant problem in the United States. Homelessness is not an unexpected event in the lives of most victims. It is usually the culmination of a prolonged process of economic hardship, isolation, and social dislocation that can be regarded as the cycle of homelessness. Based on HUD's 2019 Annual Homeless Assessment Report (AHAR), there were 567,715 homeless people in the United States during a one-night point-in-time count, where 396,045 of them were categorized as homeless individuals, that is, people living by themselves and not part of a family. The number of people that experienced homelessness nationwide increased by nearly 3% between 2018 and 2019 or 14,885 more people. On a single night in January 2019, nearly half of these people, or 211,293 individuals across the US,

experienced unsheltered homelessness, and 356,422 people experienced sheltered homelessness (Henry, et al., 2019).

The demographic characteristics of people who experienced homelessness diverge considerably by household type and shelter status. Men and boys made up 343,187 of homeless people (61%), and 218,811 of the people (39%) were women or girls, while 3,255 people (less than 1%) identified as transgender people and 1,362 identified as gender non-conforming people (Henry, et al., 2019). White people made up 270,607 (48%) of all homeless people, and 119,487 (57%) of the unsheltered people were white. (Henry, et al., 2019). Black or African American people made up 225,735 (or 40%) of all homeless people, and 56,381 (27%) of the unsheltered homelessness people were black or African American. Hispanic or Latino¹ people made up 22% of the homeless population overall, and 23% of the unsheltered homeless people (Henry, et al., 2019). These numbers capture individual homelessness throughout the United States, providing states with the information that they require to determine what can be done differently when homelessness fluctuates during the years.

Homelessness in California

In the United States, half of all the people who experienced homelessness in the country were in three states: California, New York, and Florida (Henry, et al., 2019). As of January 2019, California had an estimated 151,278 homeless people on any given day, the highest number since at least 2007, representing a nearly 17% uptick since 2018, as reported by Continuums of Care to HUD. Of that total, 7,044 were family households, 10,980 were veterans, 11,993 were unaccompanied young adults (aged 18-24), and 41,557 were individuals experiencing chronic homelessness. Approximately three-quarters of the population are unsheltered, living on the

¹ Hispanic or Latino is an ethnicity, whose members may identify as any race.

streets or in parks and make-do encampments (Levin, et al., 2020). There are 58 counties in California that fund direct service delivery, and these numbers help local governments learn how homelessness has developed through the years in the state. Measuring the magnitude of homelessness is essential to combating it, and the point in time process provides California with the data to learn about and address the homeless crisis.

Homelessness in Santa Clara County

Santa Clara County (SCC) is California's 6th most populous county, with a population of 1,938,000, with a median age of 37.2 years and a median household income of \$126,606 (U.S. Census Bureau, 2020). It ranks 7th for the number of homeless residents and 3rd for the number of unsheltered homeless individuals among all counties in the United States. (Henry, et al., 2019). The majority (81%) of the county's homeless individuals reported living in SCC in the most recent time they became homeless, similar to 2017 (83%). More than half (57%) lived in SCC for 10 or more years, while 14% had lived in SCC for less than one year (Henry, et al., 2019).

The Santa Clara County Homeless Census and Survey 2019, found that 9,706 people experienced homelessness on January 29-30, 2019, a 31% increase from 2017, the highest the number has been in over a decade (Applied Survey Research, 2019). The local Point-in-Time count of homeless individuals found that there were 7,922 unsheltered and 1,784 sheltered homeless individuals in SCC. More homeless individuals identified as male (62%) than female (36%), and as white (44%) and black/African American (19%) than other races. Black/African American individuals experiencing homelessness were represented in the homeless population at a much greater rate than in the general population in SCC (19% vs 3%). Nearly half (43%) of the homeless people indicated that they were of Hispanic/Latinx origin, which was much higher than

the general population (26%). SCC sees large numbers of individuals experiencing first-time homelessness. Of those surveyed in 2019, 36% reported that their current episode of homelessness was their first time experiencing homelessness. Conversely, 64% reported that they had experienced homelessness previously (Applied Survey Research, 2019).

The county's 2019 Point-in-Time count shows that the number of homeless people has increased dramatically in some cities. There were 5,259 unsheltered homeless individuals and 1,775 sheltered homeless individuals in 2017, totaling 7,034. The 2019 Point-in-Time count recorded a dramatic increase of over 2,212 homeless. The majority of the county's homeless population lives in the City of San Jose, with 4,350 in 2017 and 6,097 in 2019. The city with the second highest homeless population is the City of Gilroy, with 722 in 2017 and 704 in 2019. The data shows that the number of homeless people also increased in northern cities: Mountain View with a 46% increase, Milpitas with 89%, and Sunnyvale with a 147% jump in homeless individuals. In contrast, the number of homeless individuals dropped by 71% in Morgan Hill (Applied Survey Research, 2019).

Table 1: SCC Homeless Population by Jurisdiction and Shelter Status

JURISDICTION	UNSHELTERED		SHELTERED		TOTAL		'17-'19 % CHANGE
	2017	2019	2017	2019	2017	2019	
Total Incorporated	5,259	7,652	1,775	1,594	7,034	9,246	31%
City of Campbell	94	74	0	0	94	74	-21%
City of Cupertino	127	159	0	0	127	159	25%
City of Gilroy	295	345	427	359	722	704	-2%
City of Los Altos	6	76	0	0	6	76	*
City of Los Altos Hills	0	2	0	0	0	2	*
Town of Los Gatos	52	16	0	0	52	16	*
City of Milpitas	66	125	0	0	66	125	89%
City of Monte Sereno	0	0	0	0	0	0	*
City of Morgan Hill	388	114	0	0	388	114	-71%
City of Mountain View	411	574	5	32	416	606	46%
City of Palo Alto	256	299	20	14	276	313	13%
City of San José	3,231	5,117	1,119	980	4,350	6,097	41%
City of Santa Clara	199	264	73	62	272	326	20%
City of Saratoga	12	10	0	0	12	10	*
City of Sunnyvale	122	477	131	147	253	624	147%
Total Unincorporated	189	270	113	89	302	359	19%
Confidential Locations	NA	NA	58	101	58	101	74%
Total	5,448	7,922	1,946	1,784	7,394	9,706	31%

**Note: Percentage change was not calculated for rows with less than 50 individuals.*

Source: Applied Survey Research. (2019). Santa Clara County Homeless Point-in-time Census & Survey, Santa Clara, Ca

It is recognized that the difference in the count from 2017 to 2019 may be attributed to cold weather, opening bed programs, full shelters, and transitional housing units becoming permanent housing units (Applied Survey Research, 2019b).

Santa Clara County's effort to prevent and end homelessness has been shown throughout the years. In 2006, the Housing Authority of the County of Santa Clara (HACSC) established a Housing Choice Voucher waiting list preference that assisted chronically homeless applicants. In addition, the county started clearing homeless encampments along creeks and other waterways along rivers that can pose a hazard to the water supply of nearby communities (Rucke, 2014). In 2010, HACSC launched the Chronically Homeless Direct Referral program that worked

alongside 21 local service providers. The program was designed to match vouchers and appropriate case management services with chronically homeless families quickly and effectively (Housing Authority of the County of Santa Clara, 2013). In May 2015, the HACSC began the process of releasing 1,000 additional federal Section 8 project-based rental housing vouchers to selected housing developers and property owners through a competitive request for proposals process (Applied Survey Research, 2019b).

In 2014, a homeless services non-profit called Destination: Home, in partnership with the Continuum of Care (CoC), developed a county-wide community plan by convening over 200 stakeholders in a year-long planning process. This plan is a five-year, community-wide roadmap to ending homelessness. The plan guides governmental actors, nonprofits, and other community members as they make decisions about funding, programs, priorities, and needs. The plan contains three overarching strategies: disrupt systems, build a solution, and serve the person. The Community Plan to End Homelessness describes the three strategies as innovative prototypes that transform the systems related to housing homeless people, building a secure solution for the amount of funding needed to provide housing and services to those who are homeless and at-risk of homelessness and adopting an approach that recognizes the need for client-centered strategies, using different responses to target resources for a specific individual or household (Destination: Home, 2015). Despite these efforts, the number of homeless individuals has consistently maintained an upward slope since 2008 (Applied Survey Research, 2019a).

SCC's homeless have produced a substantial expense to the taxpayer and the county. The cost of homelessness in SCC is estimated to be \$520 million per year, more than \$3.1 billion worth of services in six years. Over a period of one year, the costs go towards medical diagnoses and health care services (53%), the justice system (34%), and social services (13%). The

homeless population is estimated to generate 47% of all public social services costs. Within this population, 2,800 individuals are categorized as “persistently homeless” and have an average public cost of \$100,000 per year (Flaming et al, 2015)

The Bay Area’s response to homelessness has had many setbacks. In Menlo Park, California 47 homeless individuals living there dug homes for themselves and lived underground. They created large underground 12-foot hole dwellings out by the marshlands with a roof and a door (Mibach, 2019). In 2014, the city of San Jose’s Homelessness Response Team targeted “the Jungle,” San Jose’s largest homeless encampment, for a rapid re-housing project. The goal was to provide 200 homeless individuals living at the encampment with housing and support services (Morales-Ferrand, 2015). The problem was obtaining and securing housing for those displaced by the cleaning and abating of “the Jungle”. Unfortunately, homeless individuals relocated from one dangerous area to another dangerous area, such as parks, under the bridges, on streets, and in creeks. So far, securing access to housing remains difficult for homeless individuals. The transition from homelessness to “temporary” to “permanent” housing becomes a considerable challenge for the government to take. Many of Santa Clara County’s nonprofit initiatives are now geared towards achieving this goal of finding permanent housing and providing direct services to homeless individuals.

Definition of Homeless

There is no single federal definition of homelessness. In the 1980s, the United States originated a new demographic category: “The homeless”. The homeless definition has evolved depending on the focus and emergence of subpopulations, such as families, youth, the chronically homeless, and veterans. The presence of unhoused and tenuously housed people has existed in virtually every period of history. Refugees and exiles, impoverished city dwellers, vagrants and hobos,

and drifters and bums populate the historical record, but “the homeless” was a new and different group, characterized by a dramatic rise in the number of unhoused people, and also by the conceptual unification of previously disparate groups (Eisenberg, 2018).

The general definition of homeless according to the 42 U.S. Code § 11302:

(a) the terms “homeless”, “homeless individual”, and “homeless person” means— [1]

(1) an individual or family who lacks a fixed, regular, and adequate nighttime residence;

(2) an individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground;

(3) an individual or family living in a supervised publicly or privately-operated shelter designated to provide temporary living arrangements (including hotels and motels paid for by Federal, State, or local government programs for low-income individuals or by charitable organizations, congregate shelters, and transitional housing);

(4) an individual who resides in a shelter or place not meant for human habitation and who is exiting an institution where he or she temporarily resided.
(The Public Health and Welfare, 2010).

HUD’s definition of homelessness, contained in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act , modified the definition of homelessness. HUD’s definition included being “at risk of homelessness”. This is when a person is at imminent risk of homelessness, or when a family, unaccompanied youth, or families with children and youth, is living unstably; and then under this definition they are allowed to use homeless prevention assistance. Imminent risk includes situations where a person must leave his or her current housing within the next 14 days with no other place to go and no resources or support networks to obtain housing (National Alliance to End Homelessness, 2012). The definition affects who is eligible for various federally funded homeless assistance programs.

Federal Regulations on Homelessness

The Housing Act of 1949

The federal answer to address the source of homelessness began by Congress passing the Housing Act of 1949, in response to the severe housing shortage after World War II (Lipsitz, 2008). As the Housing Act of 1949 used public housing to serve displaced households, who were generally minorities, the creation of a Federal Housing Administration (FHA) mortgage program financed suburban housing only to whites, which helped entrench poverty and segregation for people of color. It was not until the Housing Act of 1956 that relocation payments were authorized to those individuals and families who were displaced by the process of urban renewal (National Academies of Sciences, Engineering, and Medicine (U.S.), 2018). Finally, the Housing and Urban Renewal Act of 1965 was enacted as a rent supplement for low-income, disabled, and elderly individuals, formally creating the Department of Housing and Urban Development (U.S. Department of Housing and Urban Development, 2020).

McKinney-Vento Act 1987

In 1987, Congress passed the first federal law specifically addressing homelessness. The Stewart B. McKinney Homeless Assistance Act of 1987, later renamed the McKinney-Vento Homeless Assistance Act, provides federal financial support for a variety of programs to meet the many needs of individuals and families who are homeless (HUD'S Homeless Assistance Programs, 2009). The McKinney-Vento Act defined homelessness, which is important for allocating federal resources, and also made provisions for using federal money to support shelters for persons experiencing homelessness. The law also prompted all other local and state governments to pursue initiatives to end homelessness. The Stewart B. McKinney Act also authorized the creation of the U.S. Interagency Council on Homelessness (USICH). USICH is an

independent executive branch body established to better coordinate homelessness programs across government agencies (National Coalition for the Homeless, 2006).

U.S. Interagency Council on Homelessness & HEARTH Act of 2009

In 2002, the USICH spearheaded the Chronic Homelessness Initiative, asking states and local jurisdictions to draft 10-year plans to end chronic homelessness (National Coalition for the Homeless, 2006). Another change in federal policy occurred in 2003, bringing a focus on “ending chronic homelessness” through low-threshold and permanent supportive housing programs (U.S. Department of Housing and Urban Development, 2007). The next reauthorization of the McKinney-Vento Act called the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, was signed into law in 2009 (National Academies of Sciences, Engineering, and Medicine (U.S.), 2018). The HEARTH ACT consolidated several existing programs for individuals experiencing homelessness, created a federal goal that individuals and families experiencing homelessness be permanently housed within 30 days, and codified the planning processes used by communities to organize into Continuums of Care in order to apply for homeless assistance funding through HUD (U.S. Department of Housing and Urban Development, 2020).

Federal Strategic Plan 2010

In 2010, during the Obama administration, a federal strategic plan to end homelessness was released (U.S. Department of Housing and Urban Development, 2017). The federal strategic plan established four key goals: (1) Prevent and end homelessness among Veterans in 5 years; (2) Finish the job of ending chronic homelessness in 7 years; (3) Prevent and end homelessness for families, youth, and children in 10 years; and (4) Set a path to ending all types of homelessness (United States Interagency Council on Homeless, 2016). Achieving these goals is

grounded in a shared vision of what it means to end homelessness: that every community must have a systemic response in place that ensures homelessness is prevented whenever possible, or if it cannot be prevented, it is a rare, brief, and one-time experience (U.S. Department of Housing and Urban Development, 2017).

Overview of Santa Clara County Homelessness

A major concern for SCC is that the number of individuals experiencing homelessness has gone up considerably, especially in the number of youth and young adults. Unstable living conditions, poverty, housing scarcity, high cost of living, low wages, and many other issues often lead to individuals cycling in and out of homelessness. Public, healthcare and nonprofit organizations in SCC spent over \$3.1 billion providing services for homeless individuals in six years. A total of \$1.9 billion over a six-period, or \$312 million a year, was spent on healthcare. Valley Medical Center (VMC) served 71% of residents identified as homeless during the year. The criminal justice system agencies, whose data is captured by the Criminal Justice Information Control (CJIC), had contact with 38% of the residents identified as homeless during the year. Justice system agencies spent \$786 million, or \$196 million a year, most of it for incarceration costs. The SCC Department of Drug and Alcohol Services (DADS) served 21% of residents identified as homeless during the year (Destination: Home 2015).

The unemployment rate in SCC in January 2019 was at 2.9%, slightly down from 3.6% in January 2017. SCC's unemployment rate among homeless individuals was 82%. According to the SCC Homeless Census and Survey (2019), the biggest obstacle to obtaining permanent housing was the affordability of rent (66%), a lack of jobs and income (56%), and a lack of available housing (40%). Homeless survey respondents also reported having these health

conditions: a psychiatric or emotional condition (42%); drug and alcohol abuse (35%), and PTSD (33%) (Applied Research Survey, 2019).

SCC provides services and assistance through federal, state, and local programs to those currently experiencing homelessness. Many individuals and families do not apply for services, as many believe that they are ineligible for assistance. However, usage of these resources is impacted by knowledge of services available, understanding of eligibility requirements, and perceived stigma of receiving governmental assistance. The majority (70%) of survey respondents reported in 2019 that they were receiving some form of government assistance (Applied Research Survey, 2019).

Summary

SCC has a homeless problem. The homeless community costs the county millions of dollars through medical care, arrests, jail time, and encampment sweeps each year. As the problem grows the federal government, the state, and the county inject funding to nonprofit organizations for a solution. Nonprofits focus on solving the problem with their message of dignity, compassion, vision, and optimism that the homeless problem can be solved. Every nonprofit has its own mission that shows opportunity by providing direct service and action to the most vulnerable in society.

As nonprofits represent the homeless community, they have the responsibility to operate through their commitment to ethical principles, transparency, and accountability. A managerial audit was conducted in order to assess and document how 12 of SCC's nonprofit organizations address the goal of eliminating homelessness through direct services and direct action, and how these agencies allocate their income among budget items such as administration, fundraising, and

direct services. This research will also be beneficial for their mission and other nonprofits that want to focus on eliminating homelessness.

LITERATURE REVIEW

The Root of Homelessness

People who experience homelessness are not distinct and separate from the rest of the population. In fact, homeless individuals, and families who experience homelessness, may not share much in common with other homeless individuals and families, aside from the fact that they are extremely vulnerable, lack adequate housing and income and the necessary support to ensure they stay housed (“Causes of homelessness”, 2017). Homelessness is usually the result of the collective impact of many factors rather than a single cause. The root of homelessness reflects an elaborate interplay between structural factors, systems failures, and individual circumstances (National Coalition for the Homeless, 2007).

Structural factors

Structural factors such as the economy, societal issues, and affordable housing affect opportunities, and social environments for homeless individuals. The growing economy and low unemployment mask the reason why homelessness persists (National Coalition for the Homeless, 2007). Poverty and unemployment rates were found to be positively associated with homelessness. Studies have shown that those who were considered poor or unemployed were most likely to experience homelessness (Byrne, et al., 2012). Changes in the economy, both nationally and locally, can create challenges for people to earn an adequate income, and pay for food and for housing (“Causes of homelessness”, 2017). Wages put housing out of reach for many working homeless individuals in every state, as more than the minimum wage is required to afford a one- or two-bedroom apartment at fair market rent. The connection between impoverished workers and homelessness can be seen in homeless shelters, many of whose residents are full-time employed workers who are not able to afford to rent (National Coalition

for the Homeless, 2007). Individuals and families can easily lose their homes if they do not have a stable job and income sufficient to afford rent or a mortgage.

A lack of affordable housing and the limited scale of housing assistance programs have contributed to the current housing crisis and to homelessness. (National Coalition for the Homeless, 2007). In many parts of the country, housing costs are rising more quickly than incomes, housing markets have not responded with adequate supplies of housing, and renter households at the lowest income levels face the greatest challenges with housing costs (United States Interagency Council on Homelessness, 2019). According to HUD, in recent years the shortages of affordable housing are most severe for units affordable to renters with extremely low income (National Coalition for the Homeless, 2007).

System failures

Homeless individuals or homeless families are typically unemployed or underemployed due to system failures, such as limited education, a gap in work history, a criminal record, unreliable transportation, unstable housing, poor health, or a disability. Many people experiencing homelessness end up in prison due to a combination of mental health and substance use, reliance on survival strategies (panhandling and sleeping in public places), and higher surveillance by police due to their visibility on the streets (National Alliance to End Homelessness, 2017).

Individual factors

Individual and relational factors apply to the personal circumstances of a person experiencing homelessness. Individual risk factors include mental illness, child abuse/trauma, physical and sexual trauma, financial crises, family abandonment, loss of relationships, death of loved ones, foster care placement, psychiatric hospitalization, and prior incarceration (Breakey, et al., 1990).

Homeless people are unable to obtain access to supportive housing and/or other treatment services. The support services most needed include case management, housing, and treatment.

According to the 2003 U.S. Department of Health and Human Services report, most homeless persons with mental illness do not need to be institutionalized but can live in the community with the appropriate supportive housing options (U.S. Department of Health and Human Services, 2003). The combination of mental illness, substance abuse, and poor physical health makes it very difficult for people to obtain employment and residential stability (National Alliance to End Homelessness, 2017).

Hollow State

A nonprofit organization is a business that has been granted tax-exempt status by the Internal Revenue Service (IRS) because it furthers a social cause and provides a benefit to the community (Mosley, 2012). In 1969, the Tax Reform Act gave nonprofits Section 501(c)3 in the Internal Revenue Service Code, which said that every charity in the U.S. that fits certain requirements is a “private foundation”. Private foundations have their funds managed by their own trustees or directors (Hackney, 2020).

In 1976, Congress passed a bill, supported by the Coalition of Concerned Charities, that allowed nonprofits to legally spend up to \$1 million per year on lobbying efforts. This gave nonprofits a voice in the government. By 1980, the nonprofit sector was referred to as the “third sector,” and it was influencing the business world. The hollow state is a metaphor for the increasing use of third parties, often nonprofits, to deliver social services and generally act in the name of the state (Milward and Provan, 2000).

The government became involved with social and welfare programs to save costs, provide a public benefit, and better a social cause. Both the government and the nonprofits by

collaborating can save costs on things like shared infrastructure and administrative expenses, promote each other's vision and mission on different platforms and maximize efficiency on getting tasks done (Milward and Provan, 2000). However, growth in government contracts for social services has resulted in nonprofits becoming increasingly dependent on those government funds to carry out their work. Likewise, policymakers and the government have become dependent on nonprofits to provide expertise on needed services (Mosley, 2012). For organizations dependent on government funding, like homeless service nonprofits, advocacy is a key way to increase leverage and gain control over their environment. For these organizations, the policy environment is not just relevant in terms of promoting client well-being, it is also crucial for nonprofits to receive a large amount of funding (Mosley, 2012).

The Context of Homeless Services

Homelessness and poverty are inseparably linked. As nonprofits recognize that environmental and institutional contexts play a key role in shaping organizational action as well as policy outcomes, field-level processes require direct attention (Mosley, 2012). Homeless individuals face high levels of marginalization; they are unlikely to have the resources or opportunities to be involved in the policy process. Therefore, nonprofits that provide services to the homeless play a particularly vital role in advocating on behalf of their client population (Snow, Soule, and Cress, 2005). As nonprofits become budgetarily dependent on federal, state, and local government funding to achieve their mission, they face an uphill battle.

Nonprofit organizations are tasked with framing and calling for increased government attention to the problem of homelessness and the significant policy disturbance that has come along with the growth of municipal plans to "end homelessness" (Mosley, 2012). With increasing competition for limited government resources, nonprofits must work hard to maintain

funding for their existing programs. If they are unsuccessful, they may find themselves shifting service priorities to match state funding priorities (Mosley, 2012). Many nonprofits claim that there are not enough resources and funding available to fully carry out the plan, including a lack of affordable permanent housing and money for supportive services. Promoting major shifts to nonprofits and available funding creates the context in which nonprofits must stay aware of rapid policy changes and adjust services accordingly to receive funding (Mosley, 2012).

Nonprofits and Spending

Nonprofits are presumed to use all the money in excess of what they need to run their operations for their claimed mission. Nonprofit organizations need to generate enormous amounts of revenue to continue offering quality products and services and compete in an increasingly crowded nonprofit business environment (Wiesendanger, 1994). Nonprofits are a major provider of social services in the US, spending billions of dollars each year implementing programs to improve outcomes for their clients. Unfortunately, these programs are typically not rigorously evaluated to determine whether they are having their intended effect (Sullivan and Haskins, 2018). In general, nonprofits cannot have any profits at the end of the fiscal year with the exception of endowments and savings, all of the money that comes in must also go out (Wiesendanger, 1994).

According to the Charities Review Council Report, at least 65% of funds should be spent on total annual expenses for programs, and no more than 35 percent on fundraising and administration combined (Charities Review Council, 2020). Charity Watch considers a nonprofit to be highly efficient when program spending is 75 percent or higher (Charity Watch, 2020). When nonprofits provide a look at the percentage of overhead spending on programs, the cost of

fundraising, and other measures of efficiency, they present a focus on financial metrics, accountability, and transparency.

Plan to End Homelessness

Housing First versus Residential Treatment First

There are many plans and approaches that are currently used nationwide to address homelessness. One approach is known as the “residential treatment first” approach, where prerequisites have to be met prior to obtaining permanent housing, which is the ultimate objective (Henwood, et al., 2013). Another option is “Housing First,” which as its name suggests, offers homeless clients immediate independent housing off the streets and attempts to find housing that satisfies their needs and preferences (Tsai, et al., 2010). Treatment First programs follow a continuum approach that offers temporary congregate housing, along with a requirement of detoxification and sobriety, as well as ‘housing readiness’ before giving access to independent housing. Housing readiness in this context refers to subjective evaluations by case managers that their clients are mentally stable, not using substances, and have sufficient life skills to live without on-site supervision (Padgett, et al., 2011).

“Housing First” has gained momentum in recent years as cities and states search for new solutions to long-term homelessness (Padgett, et al., 2011). The outcomes of this approach include greater residential stability, greater perceived choice, and lower residential costs than those associated with “Treatment First” (Greenwood et al. 2005). The “Housing First” approach is the polar opposite of a one-size-fits-all approach. Nothing in the “Housing First” philosophy precludes the homeless individuals from pursuing the services, supports, and housing that they may need and want (National Alliance to End Homelessness, 2019).

Homeless individuals with substance use disorders do experience more problems living independently, but prior transitional/residential treatment may not particularly benefit them any more than “Housing First” approaches, especially on independent housing outcomes (Tsai, et al., 2010). A further interpretation is that homeless individuals who use transitional/residential treatment continue to use more transitional/residential treatment over time, and these settings may offer support not provided in independent housing (Padgett, et al., 2011). Having the security of a place to live appears to afford greater opportunities and motivation to control substance use when compared to the available alternatives of congregate residential treatment or a return to the streets (Greenwood et al. 2005).

VI-SPDAT

The Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) was originally developed as a pre-screening assessment for communities to determine whether a client has a high, medium, or low likelihood of living successfully independently (Greenwood et al. 2005). It assesses homeless persons using five domains of homelessness: history of housing and homelessness, risk factors, socialization, daily functions, and wellness (Greenwood et al. 2005) Using 50 questions administered during a face-to-face interview with participants who have given informed consent, the VI-SPDAT provides organizations with a set of scores for each domain. The higher the score on each domain, the more that particular set of factors affects the participant. The VI-SPDAT recommends people for three housing options based on their score:

- a) Permanent supportive housing (PSH) (i.e. permanent housing subsidies with housing support services) for those reporting the greatest range of vulnerability,
- b) Rapid rehousing (i.e. short-term housing subsidies or other financial support and temporary support services) for those scoring in the moderate range, and

c) Mainstream affordable housing (i.e. individuals directed toward private-market affordable housing options) for those scoring in the minimally vulnerable range (Brown, et al. 2018).

Such an approach assumes that indicators of vulnerability measured by the VI-SPDAT are also indicators of an individuals' self-sufficiency in independent living (Brown et al. 2018).

Homeless Industrial Complex

A homeless industrial complex is a situation where nonprofit organizations take taxpayer dollars provided by government agencies, purportedly to “fix” the homeless crisis (National Police Association, 2019). The alliance of special interests that creates what has now become the Homeless Industrial Complex is government bureaucracies, homeless advocacy groups operating through nonprofit entities, and large government contractors, especially construction companies and land development firms (California Policy Center, 2019). According to the Urban Institute, in 2009, human service nonprofits entered into more than \$100 billion worth of contracts and grant agreements with government agencies in the United States (Stid & Soydan, 2012). The problem with the Homeless Industrial Complex is that a business of homelessness has emerged, and nonprofits can view homeless individuals as potential sources of revenue (California Policy Center, 2019). Once government funds start flowing to nonprofits that have advocated for it and/or who are benefitting from it, they now have a vested interest in keeping it going, even as evidence shows “weak or no positive effects” to solving homelessness (Stid & Soydan, 2012).

Demand and Supply of Nonprofits

Nonprofit organizations and the private sector, as well as a few local and state governments, were the first to respond to homelessness in the early 1980s. The demand for nonprofit organizations serving the homeless grew more in communities where large service demand

existed and when there was a service gap between community demand and government assistance. The supply of nonprofit organizations becomes significant when a community becomes highly involved through human capital and financial resources. This supply of human and economic capital provides the mobilization of nonprofits to organize and fulfill their mission and their civic duties to the community (Gorunmek, 2018). Since the government often provides goods in an attempt to correct some market failure in the provision of public goods, some essential services lack proper attention. This unsatisfied demand translates into a demand for nonprofit organizations to exist and fulfill the role of providing goods and resources to meet community needs (Ben-Ner & Hoomissen, 2007).

Factors for Nonprofits

Nonprofit organizations not only give back a lot to their communities, but they also gain a lot of support from their communities, whether it is through volunteering time, skills, or money (Corbin, 1999). This is why nonprofits are constantly aware of changes in the market or public sentiment that could impact their organization and local work and growth. The phrase “sustainability” is commonly used to describe a nonprofit that is able to sustain itself over the long-term, continuing its ability to fulfill its mission. Sustainability in the nonprofit context includes the factors of financial sustainability, as well as leadership succession planning, adaptability, and strategic planning (National Council of Nonprofits, 2020).

Funding Nonprofits

Government failure justifies the presence of nonprofit organizations to address unmet needs in society (Kim & Kim, 2015). Nonprofit organizations provided the resources and services needed by the homeless, while the government was known to provide funding (Burt & Cohen, 1989). Nonprofits receive funding from many sources, including private charitable contributions,

government grants, and contracts, and fees for goods and services (Sullivan, 2018). Nonprofits with higher bureaucratic orientation, stronger domain consensus with government, and longer government funding history are more likely to receive government contracts and grants (Lu & Dong, 2018). As the government becomes a major funder for nonprofits, government funding plays a catalyst role in mobilizing nonprofit activities (Kim and Kim, 2018).

Nonprofit organizations also attempt to attract government involvement because government funds and other support are critical sources of revenue that allow them to maintain their services and mission (Kim & Kim, 2015). Evidence suggests that the government provides more than half the income received by nonprofit agencies, followed closely by private philanthropy (Corbin, 1999). Additional funding, resources, and ideas come from the human capital of a community, especially social entrepreneurs, donors, and volunteers, who contribute to a growth in the nonprofit sector's size (Frumkin, 2002).

The Role of Nonprofits

Nonprofits exist because they can meet important social needs (Gorunmek, 2018). The nonprofit sector performs a wide range of service and expressive functions to contribute to the good governance of society in different ways (Frumkin 2002) and provides services that play a role in expanding participation and individual opportunity for minorities (Domhoff, 2009). When nonprofit organizations are able to invest adequately in staffing and infrastructure, they are better able to carry out their missions (Bedsworth, et al., 2008). Studies have shown that positive attitudes, such as trust, lead to positive behavioral intentions, which in turn may affect an organization 's bottom line through donor support, higher agency earnings, and stronger relational commitment (Auger & Keller, 2011).

This trend, however, brings fear that the increased work of nonprofits represents a gutting of the government safety net, that nonprofits offer only a patchwork approach since not everyone has access to them. Given the complexity of these influences and causes, nonprofits have their disadvantages. Nonprofits vary in quality, understanding, and sensitivity toward their clients, and can have confusing overlaps in services, forcing those seeking help to access several locations, with varying policies and requirements, to receive help. They can have inconsistent funding and suffer from frequent staff turnover that affects their programs, and some geographical areas have a stronger nonprofit presence than others. However, nonprofits serve as perhaps the strongest link between the lives of the poor and homeless, and the wider society that they are often alienated from, and their work is crucial in allowing people to have more options (Jindra & Jindra, 2016).

Nonprofits manage connections with complicated institutions, such as government agencies, utilities, and banks, along with the idiosyncratic needs of potential employers (Jindra & Jindra, 2016). These nonprofits help people adjust to society and institutions that most homeless people must navigate to thrive (Gorunmek, 2018). Thus, some nonprofits focus on the day to day needs, while others do more intensive work to help people become self-sufficient (Jindra and Jindra, 2016). Ending homelessness will require unprecedented cooperation among federal, state, and local governments, as well as among nonprofits, the business community, and local neighborhoods. Nonprofits aimed at homelessness can provide a model for true public-private partnerships that can grow into a social movement of great strength (Kondratas, 1991).

Transparency and Accountability for Nonprofits

Transparency and accountability are two subjects that are important for nonprofits (Dumont, 2013). Accountability and transparency hold an organization inclusively liable not only to its board, but also to its employees, members, clients, donors, the government, the public, and society as a whole (Ebrahim, 2010). Nonprofits in the United States are legally required to make some information available to the public and stakeholders, such as their U.S. Internal Revenue Service (IRS) tax form 990, 990-EZ, or 990-N. The choice of what information to make available and how much information is dependent on the nonprofit (Dumont, 2013). The organization can decide to only provide information that promotes its programs and services, but not provide information indicating how effective these programs or services have been or where funding goes (Ebrahim, 2010).

This openness helps not only to build relationships but also to engender a sense of trust, which is the foundation of accountability (Ebrahim, 2010). It is the relationship between a nonprofit and its stakeholders and community that provides the foundation for accountability since accountability at its most basic level exists in a relationship where one party is answerable to the other (Dumont, 2013). While nonprofits are not mandated to disclose more information, it benefits them to be accountable and transparent to their stakeholders and the community (Auger & Kelly, 2011). Transparency is an important and essential part of a nonprofit's operations and survival (Auguer & Kelly, 2001).

METHODOLOGY

This research used the Sylvia and Sylvia (2014) procedure to conduct a Managerial Audit based on financial statements to collect a thorough and complete description of the operations of nonprofit organizations in Santa Clara County that serve the homeless. A matrix was created by gathering publicly available data on 12 nonprofits' vision and mission, programs and resources, placements of homeless people served, government funding, fundraising, and other expenditures. Most of these nonprofits provide assistance to various groups in the community, such as families, children, and individuals. The managerial audit focused on providing a complete description of direct action and direct services to homeless individuals, youth, and families.

Table 2 : Selected Non-profits and Their Leaders

Nonprofits	Location of Nonprofit	Executive Director
Bill Wilson Center	3490 The Alameda Santa Clara, CA	Sparky Harlan
Catholic Charities of Santa Clara County	2625 Zanker Road, Suite 201, San Jose, CA	Gregory Kepferle
City Team Ministries San Jose	2306 Zanker Road, San Jose, CA	Glen Peterson
Community Service Agency	204 Stierlin Rd, Mountain View, CA	Tom Myers
Community Working Group	643 Bair Island Road, Suite 209, Redwood City, CA	Louis Chicoine
Family Support Housing, Inc	692 N King Rd, San Jose, CA	Beth Leary
Gilroy Compassion Center	370 Tomkins Ct Suite D, Gilroy, CA	Michael R. Beasley
HomeFirst	507 Valley Way Milpitas, Ca	Andrea K. Urton
LifeMoves	181 Constitution Dr, Menlo Park, CA	Bruce Ives
Sacred Heart Community Service	1381 South First Street, San Jose, CA	Poncho Guevara
Sunday Friends	350 W Julian St #5, San Jose, CA	James McCaskill
West Valley Community Services	10104 Vista Dr, Cupertino, CA	Josh Selo

Source: Santa Clara Nonprofits and Charities. (2020). Great Nonprofits.

The matrix distinguished whether the 12 nonprofits operated appropriately and efficiently by providing a blueprint of each nonprofit's mission, procedures, expenditures, homeless placements, or the number of homeless served in 2017 through 2018.

Section 1.	Mission & Vision
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Each nonprofit's mission & vision.

Section 2.	Programs & Resources
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Look at each nonprofit's programs and resources. Observe how each nonprofit is accomplishing its program.

Section 3.	Supplemental Information placements or served
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This provides the information, explanation, or description required for Part 2.

This study did not involve human subjects for interaction or intervention with living individuals, or any collection of individually private information. Interviews of personnel who work at nonprofit organizations were collected only to clarify and enhance organizational data, and no personal information was solicited. The information asked was specific to their expertise or institutional information. No intervention or physical procedures and collection of individual private information were asked or conducted.

The research was conducted by examining the 12 nonprofits' financial statements. The statements provided information on the sources and allocation of income, such as amounts spent on administrative overhead, fundraising, and direct services to homeless people to support the research.

Section 4.	Government Funding 2017-2018
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For a glimpse into these dynamics, the 2017-2018 Form 990 tax returns were used.

Section 5.	Officers, Directors, Trustees, and Highest Compensated Employees
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Administrative costs were collected from each organization's public annual report. Salaries, benefits, travel, conferences, and office expenses were included. .

Section 6.	Fundraising cost and direct services
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Fundraising, and direct services to homeless people

In addition, the guided interviews with the selected 12 nonprofits gathered specific organizational information only, and no personal opinions or information were requested. The findings are presented as an outline for each nonprofit's mission, procedures, expenditures, and placements of homeless people in permanent housing, and identified whether the nonprofits operated to maximize the direct services to the homeless people.

Section 7.	Interviews
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Conducted only as needed to clarify data gathered from other sources.

FINDINGS

Nonprofits' mission & vision

Section 1 shows all the vision and mission statements of all 12 nonprofits organizations: Bill Wilson Center, Catholic Charities of Santa Clara, City Team Ministries San Jose, Community Service Agency, Community Working Group, Family Support Housing, Inc., Gilroy Compassion Center, HomeFirst, LifeMoves, Sacred Heart Community Service, Sunday Friends, and West Valley Community Services. Each nonprofit's vision and mission statement is unique.

These 12 nonprofit organizations have their vision and mission set to provide direct service and direct action to homeless families and individuals by preventing them from becoming homeless in the first place where possible, and providing essential services. such as food, shelter, and day programs.

Section 1. Mission & Vision	
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Each nonprofit's mission & vision.

Nonprofits	Mission	Vision
<p>Bill Wilson Center (Bill Wilson Center, 2020a)</p>	<p>Bill Wilson Center supports and strengthens the community by serving youth and families through counseling, housing, education, and advocacy.</p>	<p>We are working to prevent poverty in the next generation by connecting youth and families to education, employment, housing, and positive relationships. We are working toward ending youth and family homelessness.</p>
<p>Catholic Charities of Santa Clara County (Catholic Charities of Santa Clara County, 2020a)</p>	<p>Catholic Charities of Santa Clara County serves and advocates for individuals and families in need, especially those living in poverty. Rooted in gospel values, we work to create a more just and compassionate community in which people of all cultures and beliefs can participate.</p>	<p>We envision a valley where every child has the opportunity to learn from cradle to career and lives in a neighborhood free from fear, where families can afford to live in safe and decent housing and eat nutritious food, where enterprising workers can earn enough to make ends meet and save for the future, where immigrants are welcomed, and where those who are imprisoned, physically and mentally ill, elderly, and vulnerable can find healing and hope.</p>
<p>City Team Ministries San Jose (Cityteam, 2020a)</p>	<p>To share Christ's unconditional and redemptive love by caring for immediate needs and enabling lasting solutions.</p>	<p>Restoring lives and rebuilding communities through innovative programs which provide food, shelter, clothing, training, and spiritual transformation.</p>

Nonprofits	Mission	Vision
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<p>Community Service Agency (Community Service Agency, 2020a)</p>	<p>A future wherein all residents of the communities we serve have the support and resources to see a better future for themselves and a path to a better quality of life.</p>	<p>We are the community’s safety net, providing critical support services that preserve and promote stability, self-reliance, and dignity.</p>
<p>Community Working Group (Community Working Group, 2020a)</p>	<p>To address the needs of the homeless and those at risk of becoming homeless in the Midpeninsula area (Palo Alto, East Palo Alto, Menlo Park) by advocating for the development of affordable housing options and the provision of supportive services.</p>	<p>Securing the active participation and support of a diverse cross-section of organizations and individuals in the Midpeninsula area, including the Palo Alto Chamber of Commerce, Stanford University, religious organizations, local business people, social service providers, philanthropic individuals and families, local foundations and corporations, and local governments.</p>
<p>Family Support Housing, Inc. (Family Support Housing, Inc, 2020a)</p>	<p>To provide temporary housing and targeted support to guide families from crisis to independent lives in our community.</p>	<p>All families experiencing homelessness have the support, resources, and skills that they need to become self-sufficient.</p>

Nonprofits	Mission	Vision
<p>Gilroy Compassion Center (Gilroy Compassion Center, 2020a)</p>	<p>Providing a pathway to stability that maintains self-respect and recognizes the dignity of each human being.</p>	<p>Come together to address the absence of critical service for the homeless, and take the lead in addressing the problem of homelessness in South County.</p>
<p>HomeFirst (HomeFirst, 2020a)</p>	<p>HomeFirst confronts homelessness by cultivating people's potential to get housed and stay housed.</p>	<p>We envision a community in which everyone has a home.</p>
<p>LifeMoves (LifeMoves, 2020a)</p>	<p>LifeMoves provides interim housing and supportive services for homeless families and individuals to rapidly return to stable housing and achieve long-term self-sufficiency.</p>	<p>To help homeless families and individuals return to stable housing and self-sufficiency.</p>
<p>Sacred Heart Community Service (Sacred Heart Community Service, 2020a)</p>	<p>Our mission is to build a community free from poverty by creating hope, opportunity, and action. We provide essential services, work together to improve our lives, advocate for justice, and inspire our community to love, serve, and share.</p>	<p>Our vision is a community united to ensure that every child and adult is free from poverty.</p>

Nonprofits	Mission	Vision
Sunday Friends (Sunday Friends, 2020a)	Children and parents work together to learn, earn and serve the community.	Sunday Friends empowers families to break the generational cycle of poverty by fostering positive development in children while educating and guiding parents to support their children's life success.
West Valley Community Services (West Valley Community Services, 2020a)	Our mission is to unite the community to fight hunger and homelessness.	Our vision is a community where every person has food on the table and every person has a roof over their head.

Source: Santa Clara Nonprofits and Charities. (2020). Great Nonprofits.

Programs & Procedures

Section 2 shows all 12 nonprofits' direct action and direct service programs and procedures.

These services provide the homeless community with food, clothing, transportation, education, financial assistance, and housing assistance. The program explains the goal; who is responsible for achieving the goal, and what the result will be. The procedures will describe the process of getting the work done or achieving the programs goal.

Section 2. Programs & Procedures

A look at each nonprofit's programs and resources. Observe how each nonprofit is accomplishing its process.

Nonprofits	Program(s)	Procedures
<p>Bill Wilson Center (Bill Wilson Center, 2020b)</p>	<p>Peacock Commons (Housing)</p>	<ul style="list-style-type: none"> ● A 28-unit apartment complex ● Provides affordable, supportive housing.
	<p>Safety Net Shelter (Housing)</p>	<ul style="list-style-type: none"> ● Short-term shelter for homeless and runaway youth ages. ● Reunites families whenever possible. ● Stabilize the lives of young people
	<p>Transitional Housing Program (Housing)</p>	<ul style="list-style-type: none"> ● Services for homeless youth ages 18-24. ● Receiving counseling, independent living skills training, parenting classes, and employment services.
	<p>Outreach Center</p>	<ul style="list-style-type: none"> ● Phone calls ● Education ● Information

Bill Wilson has three programs that provide direct action and assistance to the homeless community. The Peacock Commons program has a 28-unit apartment complex that provided affordable and supportive housing to young adults and young parent families. The program includes youth who are chronically homeless or at-risk of becoming homeless. The second program, the Safety Net Shelter program, provides short-term shelter for homeless and runaway

youth ages 12-18. Through intensive individual, group, and family counseling, the shelter's program strives to reunite families whenever possible, prevent future problems, and stabilize the lives of young people to keep them safe.

The Transitional Housing Program provides comprehensive services for homeless youth ages 18-24. Young people share supervised apartments or houses throughout the county while receiving counseling, independent living skills training, parenting classes, and employment services. The Outreach program reaches individuals, youth, and families on the verge of homelessness and provides them assistance with services to improve their life and housing stability. The program is equipped with new clothes, hygiene products, and pajamas and the support of a Center for Safety and Environmental Management (CSEM) trained one-to-one Residential Counselor to support and engage with the homeless community.

<p>Catholic Charities of Santa Clara County (Catholic Charities of Santa Clara County, 2020b)</p>	<p>Senior Nutrition Program</p>	<ul style="list-style-type: none"> ● Serves hot meals to seniors (age 60+) ● Five days a week ● Nutrition in preventative health and long-term care. ● Nutrition education
	<p>Handicapables Program</p>	<ul style="list-style-type: none"> ● For adults and older adults with disabilities. ● Provides opportunities for socialization within a group. ● Bi-monthly lunch, group discussions, entertainment, or speakers.
	<p>Employment Services</p>	<ul style="list-style-type: none"> ● Employment services ● Job development services ● Post-employment support ● ESL Classes
	<p>Charities Housing Development Corporation</p>	<ul style="list-style-type: none"> ● Offers affordable housing ● Developing and managing affordable housing ● Strives to create developments that contribute positively to communities.

Catholic Charities of Santa Clara County has various programs that provide direct action and direct services to the homeless community. The Senior Nutrition Program serves hot,

nutritious meals to seniors (age 60+) five days a week in a social environment. The program promotes the role of nutrition in preventive health and long-term care and nutrition. Senior education is provided to all homeless seniors who participate in the program. The Handicapable Program serves adults and older adults with access and functional needs. The program offers opportunities for socialization within a group with shared interests and concerns. Members enjoy a bi-monthly lunch, group discussions, entertainment, or speakers that encourage them and motivate them away from homelessness. The Employment Services program provides employment preparation services, job development services, and post-employment support. The program provided job readiness and job development to families and individuals who are homeless.

The Catholic Charities of Santa Clara County offers affordable housing through Charities Housing Development Corporation, the housing development affiliate corporation. Charities Housing is committed to developing and managing affordable housing and strives to create developments that contribute positively to communities. Catholic Charities of Santa Clara County also provides training services such as employment services, English as a second language (ESL) classes, and computer classes. The employment service program is designed for clients who are seeking their very first job. Assistance includes resume writing, career counseling, interviewing skills, job placement, job retention skills, job upgrade, and S+ESL classes.

<p>City Team Ministries San Jose (City Team Ministries San Jose, 2020b)</p>	<p>Heritage Home</p>	<ul style="list-style-type: none"> ● Helps pregnant women overcome homelessness & addiction ● Provides essential resources to meet immediate needs
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	Dining Hall	<ul style="list-style-type: none"> • Provides hot meals 365 days/yr
	Men's Shelter	<ul style="list-style-type: none"> • Open every night • 57 guests • Basic needs • Case management
	House of Grace	<ul style="list-style-type: none"> • Helps addicted abused or homeless women • Self-destructive behaviors • Long-term transformation program
	Learning & Career Center	<ul style="list-style-type: none"> • 4 days/wk. • Individualized learning plan • Increase employability
	Medical & Dental Clinic	<ul style="list-style-type: none"> • Available for residents or homeless guests • Medical and dental

City Team Ministries San Jose has multiple programs that provide services to help overcome homelessness and other hardships. Their program Heritage Hope assists pregnant women to go through motherhood while finding solutions to their addictions, homelessness, and other difficulties. The program provides basic needs such as housing, meals, clothes, strollers, car seats, and diapers. They also provide mentorship, education, parenting classes, AA meetings, life transformation classes, and career workshops. The House of Grace is their second program

targeted towards homeless women. It is a long-term transformation program that helps addicted, abused, or homeless women rebuild their lives while maintaining their children with them. The program aims to address self-destructive behaviors, abusive relationships, and addictions to enable the women to support themselves as well as their families. They offer a program to men as well, known as their Men’s Shelter. This shelter is open every night for 57 guests. These guests can get a warm shower, clean pajamas, a bed, and three meals. Aside from these basic necessities, they provide case management and mentorship, as well.

City Team Ministries also has a Dining Hall, which is open 365 days of the year offering hot, nutritious meals and preparing 600 meals a day. These meals are provided for men, women, the elderly, and families. Through their Community Services, City Team Ministries provides essential resources and delivers food boxes, clothes, diapers, and hygiene supplies. Other resources available are school supplies, household items, and furniture. They also have their Learning & Career Center to help their residents gain life skills to increase employability. They learn crucial skills such as writing, math, reading, resume building, and interviewing for a job. They have a Medical & Dental Clinic program that is available to their residents and homeless guests. They offer medical and dental care, whether it be a routine check-up or a full procedure.

Community Service Agency (Community Service Agency, 2020b)	Food & Distribution Center	<ul style="list-style-type: none"> ● Distributes food
	CSA Homeless Case program	<ul style="list-style-type: none"> ● Locate & Secure affordable housing ● Public Transportation ● Health services ● Rent assistance

The Community Service Agency has two programs that provide services to help the homeless community. The Community Services Agency distributes over 2,000 pounds of food each workday to low-income individuals, families, and homeless individuals, minimizing their food insecurities. The Community Service Agency Homeless Case program provides additional assistance to homeless individuals. The program offers assistance in locating and securing affordable housing, provides transportation, health services (doctor checkups, prescriptions), and rent assistance. The program provides financial assistance with one month's rent once clients secure employment and a place to live that fits within their budget. The program provides temporary assistance until they are able to maintain a more stable way of living.

Community Working Group (Community Working Group, 2020b)	Case Management	<ul style="list-style-type: none"> ● Beneficial Services
	Opportunity Center	<ul style="list-style-type: none"> ● “Housing first” ● Supportive Housing ● Temporarily Displaced

The Community Working Group has two programs that provide services to help overcome homelessness and other hardships. The Community Working Group has a case management program that works in partnership with public and private community organizations to establish affordable homes and provide beneficial services for homeless individuals and families. The program includes assessment, planning, facilitation, and evaluation of the homeless community, promoting patient safety and quality of care. The program's primary goal is to move homeless individuals from shelters and encampments to temporary or permanent housing.

The Opportunity Center program provides homeless individuals with affordable apartment complexes and a service center. The program provides rent subsidies for new tenants moving from the streets to start to alter their lives with the assistance of the service providers. The Opportunity Center provides a temporary home for any displaced or homeless individuals until they find permanent housing.

Family Support Housing, Inc Family Support Housing, 2020b)	The San Jose Family Shelter	<ul style="list-style-type: none"> ● Temporary Housing ● Targeted Support ● Case Management ● Keeping Kids on Track
	Bridges AfterCare	<ul style="list-style-type: none"> ● Building Skills ● Problem Solving ● Unlocking Potential ● Locating Resources

The Family Support Housing, Inc has two successful programs that help the homeless community with temporary housing and assistance to thrive and stop being homeless. The San Jose Family Shelter program provides temporary housing and assists homeless individuals with services. The temporary housing can accommodate 35 families that are homeless, each in a private room with a bath, for up to 90 days. When families arrive, staff work with each of them to develop a step-by-step plan to become self-sufficient. For 90 days, the program provides employment referrals, money management assistance, health care services, workshops, and parenting classes, each with the opportunity to educate the member and family. Also, the program similarly assists the children of the homeless community. The program has a child development center for infants and pre-school children, and a homework enrichment program to keep children on track to support their education.

The second program is the Bridge AfterCare, which provides assistance with building skills, problem-solving, unlocking potential, and teaching clients how to locate resources. AfterCare applicants agree to ongoing case management and participate in financial literacy, health and wellness, and educational activities at San Jose Family Shelter. The program develops personalized strategies with each AfterCare family and individual to put homelessness behind them. The program also helps unlock potential by coaching families on budgeting, being a good

tenant, and remaining healthy and active in their community. Bridge Aftercare also provides assistance with problem-solving and locating resources. AfterCare staff coaches families and individuals on significant problem solving, like negotiating with landlords, when needed, and helping families to deal with the new costs and challenges of moving into permanent housing. The program also helps families build community ties and build on the community.

Gilroy Compassion Center (Gilroy Compassion Center, 2020b	Day Center	<ul style="list-style-type: none"> ● Food & Clothing ● Shower and laundry ● Weekly medical van ● Case Management
	Project Homeless Connect	<ul style="list-style-type: none"> ● Bi-annual event ● Hot meal ● Clothing distribution
	Almost Home Camping Program	<ul style="list-style-type: none"> ● Campsites ● Food ● Transportation ● Case management
	Saturday Supper	<ul style="list-style-type: none"> ● Potluck

The Gilroy Compassion Center takes the lead in addressing the problem of homelessness in South County. The Gilroy Compassion Center offers various successful programs that assist the homeless community in multiple areas. The Day Center provides the homeless community with food, clothing, hygiene supplies, and showers. The program offers weekly medical assistance, daily manna bags, and case management. The Almost Home Camping Program provides temporary campsites for families and individuals to live. The camp includes food, transportation, and case management to help homeless individuals thrive. The Project Homeless Connect is a bi-annual event that provides food and clothing to all homeless individuals in the Gilroy community. This program allows the agency to provide direct assistance to the homeless community and provide them the resources they may need to move away from homelessness.

The final plan that offers immediate assistance to the homeless community is the Saturday Supper, which provides potluck style food to the homeless community.

HomeFirst (HomeFirst, 2020b)	Boccardo Reception Center	<ul style="list-style-type: none"> ● Emergency shelter ● Mental health ● Employment placement ● Transitional housing
	Veterans Service Program	<ul style="list-style-type: none"> ● Employment placement ● Mental health ● Emergency shelter ● Transitional housing
	Cold Weather Shelter Program	<ul style="list-style-type: none"> ● Emergency assistance ● Overnight stay location
	Outreach Program	<ul style="list-style-type: none"> ● Necessary supplies ● Information

HomeFirst operates housing, shelter sites, and provides case management services that assist the homeless community in multiple areas. The Boccardo Reception Center is an emergency shelter center that provides the homeless community with mental health counseling and employment placement opportunities. One of the goals of the Boccardo Reception center is to transition homeless individuals to permanent housing. The Veteran Service Program focuses on homeless veterans who need emergency shelter and employment. It also provides mental health services and transitional housing opportunities.

The Cold Weather Shelter Program has shelters in Mountain View and Gilroy, and is open from December to April each year, providing emergency assistance such as blankets, meals, and clothing. The Outreach program allows HomeFirst to reach people living on the streets and in encampments, distributing each day necessary supplies and information to those who are unsheltered and provides assistance to resolve issues that prevent individuals from

getting housed within the city of San Jose. The program relentlessly focuses on eliminating barriers to housing and creating stability.

LifeMoves (LifeMoves, 2020b)	Family Services	<ul style="list-style-type: none"> ● Family shelters ● Childcare ● Education Programs ● Therapeutic services
	Single Adult Service	<ul style="list-style-type: none"> ● Shelter ● Food ● Clothing ● Intensive Care
	Veteran Services	<ul style="list-style-type: none"> ● 1 to 3 days of shelter ● Food & Open kitchen ● Access to laundry ● Transportation
	Community Outreach	<ul style="list-style-type: none"> ● Safe & secure parking ● Motel voucher ● Upstream services

LifeMoves has four programs that provide direct assistance and action to the homeless community. The Family Service program provides shelters to individuals and families who are experiencing homelessness in six locations in the city of San Jose. The areas ensure long-term success; it assists heads of households and individuals searching for employment and self-sustained housing. The Family Service program provides childcare and educational programs to homeless families. As homelessness comes with a heavy mental burden, the program provides therapeutic services that give the children and parents the proper mindset to navigate homelessness.

The Single Adult Service program provides homeless individuals with shelter, food, clothing, and intensive care. It offers homeless individuals the opportunity to have temporary shelter and provide them with the tools needed to move out of homelessness. The Veteran

Service program provides homeless veterans a one to three-day shelter, including food and access to laundry. The program allows veterans three days to find a job and have a temporary stay away from the cold streets. The Community Outreach program reaches out to homeless individuals and provides parking for homeless encampments or car living, motel vouchers, and upstream services. The upstream program seeks to identify at-risk families and individuals with children to prevent them from ever experiencing the trauma of homelessness.

Sacred Heart Community Service (Sacred Heart Community Service, 2020b)	Warehouse	<ul style="list-style-type: none"> ● Food ● Clothing ● Survival Sacks
	Economic Empowerment	<ul style="list-style-type: none"> ● Employment ● Taxes ● Financial Coaching ● Public Benefits
	Policy & Organizing	<ul style="list-style-type: none"> ● Community Organizing ● Online Education ● Education on Social Equity
	Housing	<ul style="list-style-type: none"> ● Homeless Prevention

Sacred Heart Community Service has four programs that provide direct assistance and action to the homeless community. The Warehouse offers a supplemental supply of food and clothing (provides gently used clothing, blankets, and linens to customers) twice per month to homeless individuals and families. The program additionally provides survival sacks (a backpack full of hygiene items and underwear) to all homeless members. As a Sacred Heart Community Service member, Economic Empowerment assists jobseekers in securing employment by providing them with support for resume and cover letter building, and offers resources that

empower them to become economically self-sufficient. The program offers individuals and families concrete pathways to economic self-sufficiency through financial information, educational classes, individualized financial coaching, and income tax assistance.

The Policy and Organizing program promotes leadership development and civic engagement to help homeless individuals and low-income residents become effective advocates for themselves and their community. The program engages public officials, neighbors, and community allies to address the root causes of poverty. The Housing Program provides one-time financial assistance for security deposits, past due rent, or other emergency needs to stabilize housing and prevent homelessness to families and individuals who are stepping out of homelessness. The Homeless Prevention program requires the social worker representing the homeless individual to conduct step by step check-ins. The program allows the homeless individual to maintain control of his life and not fall into homelessness again.

Sunday Friends (Sunday Friends, 2020b)	Financial Literacy	<ul style="list-style-type: none"> ● Money Management ● Decision making ● Delayed gratification
	Consultations	<ul style="list-style-type: none"> ● One-on-one's
	Parenting Effectiveness	<ul style="list-style-type: none"> ● Building parenting skills
	Life Skills Classes	<ul style="list-style-type: none"> ● Skills support ● Computer Classes ● Writing Skills

Sunday Friends has various programs that assist families who are homeless and are borderline close to becoming homeless. The Financial Literacy program helps homeless families and homeless individuals learn about money management and proper financial decision-making. The program is designed to provide delayed gratification when having a job and spending money. The Consultation Program provides families and individuals with the ability to learn and receive help from financial professionals in improving their credit, and managing banking and loans. The program also provides the ability to deal with collections or identity theft, paying taxes, and clarifying the legalese in confusing letters that they receive in the mail. The Parenting Effectiveness program gives homeless families the desire for their children to succeed in school and in life, to avoid repeating the poverty lifestyle that they learned from their parents. The program assists parents in building parenting effectiveness in practical life skills classes for parents and teens, and further supports parenting through One-on-One Consultations. The program Life Skills provides homeless families with support in computer classes, writing classes, and mock job interviews to better prepare them for job interviews.

West Valley Community Services (West Valley Community Services, 2020b)	Food Program	<ul style="list-style-type: none"> ● Food Pantry
	Housing	<ul style="list-style-type: none"> ● Haven to Home ● Rapid Rehousing ● Vista Village & Greenwood Court Apartments
	Mobile Food Pantry	<ul style="list-style-type: none"> ● Barriers of Transportation ● Case Management

Support	<ul style="list-style-type: none"> ● Emergency Financial Assistance ● Financial Workshops & Education ● Financial Empowerment Program
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West Valley Community Services provides various programs that give helpful information and assistance to the homeless community. The Food Program provides a wide selection of food to families and individuals facing a hunger crisis, providing a variety of healthy and delicious foods. The Housing program has services that provide direct assistance to the homeless community. Haven to Home provides supportive services and access to stable housing resources for those experiencing homelessness and chronically homeless individuals and families. The program helps secure permanent affordable housing, find and maintain employment, and work toward developing greater stability and independence. Haven to Home also works towards finding both permanent and temporary housing solutions, such as referrals to safe parks, emergency shelters, and shared housing. The Rapid Rehousing Program helps individuals and families who are homeless move as quickly as possible into permanent housing, and achieve housing stability through rental assistance and supportive services. West Valley Community Services owns and operates two apartment complexes: Vista Village and Greenwood Court. The complexes provide temporary and permanent housing to families and homeless individuals.

The Mobile Food Pantry provides food to families and homeless individuals living in Los Gatos, Saratoga, and West San Jose with barriers to transportation. The program also provides case management that includes access to resources, referrals, and financial assistance. The

Support program has three various forms of financial assistance and services that further assist the homeless community. The Emergency Financial Assistance program offers one-time financial assistance to prevent evictions and utility cutoffs, address transportation needs, and provide clothing vouchers. The Financial Workshops & Education offers free financial workshops on setting a budget, establishing spending and savings priorities, avoiding predatory lenders, and making sound financial decisions for the future. The Financial Empowerment Program helps families develop financial literacy skills in order to build their own safety-net and move towards self-sufficiency.

Supplemental Information Placements or Served

In Section 2, the data shows how all 12 nonprofits' programs and procedures in various ways directly assist the homeless community, including food, clothing, transportation, education, financial assistance, and housing assistance. Each program oversees and helps a wide range of homeless individuals and families. In Section 3, a thorough and complete description of supplemental information is provided for placements and number of homeless individuals, youth, and families served by each nonprofit from the 2017 - 2018 year. Various programs serve duplicated families and individuals, and other programs have a one-time service, making some data on individuals and families non-duplicated numbers.

Section 3. Supplemental Information placement or served 2017 & 2018

Bill Wilson Center	Peacock Commons	Safety Net Shelter	Transitional Housing	Outreach Center	Total
Year 2017- 2018	28	1,216	4,101	30,500	40,206

Source: Bill Wilson Center. (2018). Annual report

The Bill Wilson Center Peacock Commons provided 28 non duplicated individuals with supportive housing for transition youth ages 18 – 24, which includes youth who are chronically homeless, at-risk of becoming homeless, aging out of foster care, or victims of domestic violence. The Safety Net Shelter provided 1,216 non duplicated individuals with short-term shelter for runaway homeless youths.

The Transitional Housing program provided 4,101 duplicated individuals with housing, counselling, education, mental health, and basic needs. The Outreach Center provided 30,500 duplicated families and individuals with basic needs, information, and assistance, of whom 8% were homeless. From 2017 - 2018, the Bill Wilson Center provided 40,206 duplicated homeless individuals, youths, and families with direct action and direct assistance.

Catholic Charities of Santa Clara	Senior Nutrition Program	Handicapables Program	Employment Services	Charities Housing Development Corporation	Total
Year 2017 - 2018	10,000	750	380	1,102	12,332

Source: Catholic Charities of Santa Clara. (2018). Annual report

Catholic Charities of Santa Clara provided over 10,000 duplicated individuals with meals each year, including hot meals through the senior nutrition program. The program provided free monthly grocery bags at the community centers, and daily nutritious and substantial snacks. The Handicapables Program provided 750 homeless adults and older adults with disabilities with opportunities for socialization within a group with common interests and concerns. The Employment Services reported 380 homeless individuals used their services with severe barriers to employment.

The Housing Development Corporation reported the assistance of 1,102 homeless families and individuals, and families in danger of becoming homeless. Catholic Charities of

Santa Clara provided 12,332 duplicated homeless individuals with direct services and direct action from 2017 through 2018.

City Team Ministries San Jose	Heritage Home	Dining Hall	Men’s Shelter	House of Grace	Learning & Career Center	Medical & Dental	Total
Year 2017- 2018	80	655,799	20,520	380	13,480	40	740,532

Source: City Team Ministries San Jose. (2018). Annual report

The data shows that the City Team Ministries San Jose provided 655,799 meals to duplicated families and homeless individuals who received a meal twice a week through the Dining Hall program. The Heritage Home program reported 80 duplicated homeless pregnant women who received assistance through motherhood while finding solutions to their addictions, homelessness, and other difficulties. The Men’s Shelters program provided 20,520 duplicated homeless individuals with shelter, a warm shower, clean pajamas, a bed, and three meals.

The House of Grace program that helped addicted, abused, or homeless women rebuild their lives while maintaining their children reported 380 duplicated women using the program. The Learning & Career Center reported helping 13,480 duplicated individuals gain life skills to increase employability. The City Team Ministries San Jose provided 740,532 duplicated homeless individuals and families with direct services and direct action from 2017 through 2018.

Community Service Agency	Food & Distribution Center	CSA Homeless Case program	Total
Year 2017- 2018	8,564	3,173	11,737

Source: Young, Craig, Co. LLP. (2018). 2018 and 2017 Financial audit.

The Community Service Agency data shows that the Food & Distribution Center distributed 740,641 pounds of food to 8,564 unduplicated individuals. Approximately, 13% (1,113 duplicated) of recipients were homeless. The Community Service Agency provided 3,173 unduplicated individuals on-the-street outreach to people living in RVs and cars to connect them with services and waiting lists for affordable housing. The Community Service Agency provided 11,737 duplicated homeless families and individuals with direct services and direct action from 2017 through 2018.

Community Working Group	Case Management	Opportunity Center	Total
Year 2017- 2018	600	60	660

Source: Community Working Group. (2018). Who we serve

The Community Working Group data shows that 600 families and homeless individuals received case management. The program resulted in long-term and transformative change for 31 individuals who got jobs, 21 got permanent housing, 26 were able to obtain their disability benefits, and 83 were housed in shelters. In addition, 16 resident children participated in safe and enriching after-school activities. The Opportunity Center program provided 60 families with stable, affordable homes at Community Working Group facilities. The Community Working Group provided 660 duplicated homeless families and individuals with direct services and direct action from 2017 through 2018.

Family Support Housing, Inc	The San Jose Family Shelter	Bridges Aftercare	Total
Year 2017- 2018	630	35	665

Source: Family Support Housing, Inc (2018). 2017 and 2018 Annual Report

The Family Support Housing, Inc data shows that 630 duplicated adults and children from cities throughout the South Bay used the San Jose Family Shelter program. The program provided 52,000 shelter nights and 186,000 hot meals. The data shows that the Bridge Aftercare program provided 35 families with building skills, problem-solving, unlocking potential, and teaching them how to locate resources. The Family Support Housing, Inc provided 665 duplicated homeless families, individuals, and children with direct services and direct action from 2017 through 2018.

Gilroy Compassion Center	Day Center	Project Homeless Connect	Almost Home Camping Program	Saturday Supper	Total
Year 2017 - 2018	1,977	379	466	640	4,482

Source: Gilroy Compassion Center. (2018). Accumulative 2018 numbers

The Gilroy Compassion Center data shows that the Day Center provided 1,977 duplicated homeless individuals with food, clothing, hygiene supplies, and showers. The Project Homeless Connect data shows that 379 unduplicated homeless individuals were provided with food and clothing in the Gilroy community. The Almost Home Camping Program data shows that 466 unduplicated homeless families and individuals were provided with temporary campsites and food. The Saturday Supper program provided 640 duplicated individuals with potluck style food.

The Gilroy Compassion Center provided 4,482 duplicated homeless families, individuals, and children with direct services and direct action from 2017 through 2018.

HomeFirst	Boccardo Reception Center	Veterans Service Program	Cold Weather Shelter Program	Outreach Program	Total
Year 2017 - 2018	90,000	150	640	5,000	95,890

Source: BPM. (2018). Report on audit of consolidated financial statements and management’s discussion and analysis.

HomeFirst data shows that the Boccardo Reception Center program served 90,000 duplicated homeless individuals and families, 250 adults nightly, with shelter and transitional housing. The Veterans Service program provided 150 homeless veterans with mental health counseling, employment placement, emergency shelter, transitional housing, and support for families of veterans who are at risk of homelessness.

The Cold Weather Shelter program provided 640 unduplicated families & single women with sleeping accommodations, breakfast, dinner, and access to showers and restrooms.

HomeFirst Outreach program data shows that 5,000 unduplicated homeless individuals received supplies and information on how to get housed. HomeFirst provided 95,890 duplicated homeless families, individuals, and children with direct services and direct action from 2017 through 2018.

LifeMoves	Family Services	Single Adult Service	Veteran Services	Community Outreach	Total
Year 2017 - 2018	209,290	5,605	117	2,391	217,403

Source: LifeMoves. (2018). Annual Report 2017-2018

LifeMoves data shows that 209,290 duplicated homeless families and individuals, 315 every night, were provided with shelter beds. The Single Adult Service program provided 5,605 duplicated emergency interim shelter, food, clothing, and intensive case management. LifeMoves shelter program achieved 68% of stable housing through holistic supportive services.

The Veteran Services program data shows that 117 unduplicated homeless veterans were provided with specialized programs and shelter beds. The Community Outreach program provided 2,391 duplicated homeless individuals with a wide range of field outreach, engagement, and prevention programs. LifeMoves provided 217,403 duplicated homeless families, individuals, and children with direct services and direct action from 2017 through 2018.

Sacred Heart Community Service	Warehouse	Economic Empowerment	Policy & Organizing	Housing	Total
Year 2017 - 2018	1,210	1,536	-	901	3,647

Source: Sacred Heart Community Service. (2018). 2017-2018. Annual report.

Sacred Heart Community Service data shows that 1,210 unduplicated homeless individuals received food, clothing, and survival sacks. The Economic Empowerment program assisted 1,536 duplicated homeless individuals with securing employment by providing them with support in resume and cover letter building and resources. The Policy & Organizing program did not keep a record of the homeless individuals that attended or served on any committee, but developed an integrated Asamblea, made up of leaders from 6 active community organizing committees, who are combatting displacement of local renters, working to end homelessness, and supporting immigrant rights. The Housing Prevention program provided 901 unduplicated individuals with financial assistance and direct assistance to maintain control of

their life and not fall to homelessness. Sacred Heart Community Service provided 3,647 duplicated homeless families, individuals, and children with direct services and direct action from 2017 through 2018.

Sunday Friends	Financial Literacy	Consultations	Parenting Effectiveness	Life Skills Classes	Total
Year 2017 - 2018	168	370	220	250	1,008

Source: Sunday Friends. (2018). News and updates.

Sunday Friends data shows that 168 duplicated families and individuals learned about money management and proper decision-making. The Consultations program provided 370 duplicated families and individuals with the ability to learn and receive help from financial professionals in improving their credit and managing banking and loans. The Parenting Effectiveness provided 220 duplicated homeless families the desire for their children to succeed in school and in life, to avoid repeating the poverty lifestyle that they learned from their parents. The Life Skill Classes provided 250 individuals with support in computer classes, writing classes, and mock job interviews to better prepare them for job interviews. Sunday Friends provided 1,008 duplicated homeless families, individuals, and children with direct services and direct action from 2017 through 2018.

West Valley Community Services	Food Program	Housing	Mobile Food Pantry	Support	Total
Year 2017 - 2018	438,260	1,370	2,311	8,260	450,201

Source: Hood & Strong LLP. (2018a). Independent audit report.

The West Valley Community Services data shows that 438,260 duplicated low-income families and individuals, and homeless families and individuals received food assistance. The Housing program provided 1,370 homeless individuals with housing assistance. The data shows that the Mobile Food Pantry provided 2,311 individuals with case management, access to resources, referrals, and financial assistance. West Valley Community Service support program provided 450,201 duplicated homeless individuals with workshops and financial assistance training.

Government Funding 2017-2018

In Section 4, the data from the 2017-2018 Form 990 tax returns provided from all 12 nonprofit organizations shows how much funding was received from the government. The data will show state, local, and federal funding as provided in the 2017-2018 990 Forms, all other revenue, and Charity Navigator Score.

The Charity Navigator displays the score of the accountability and transparency results of each nonprofit organization. With a base score of 100 points, each charity begins. The score summarizes the financial stability, accountability and transparency of all 12 nonprofit organizations with open, objective, and accurate evaluations (Charity Navigator, 2020).

Section 4. Government Funding 2017-2018

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Bill Wilson Center	\$5,702,048	\$11,918,800	\$17,620,848	\$1,957,715	\$19,578,563	100

Source: Bill Wilson Center. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Catholic Charities of Santa Clara County	\$7,464,511	\$18,453,687	\$25,918,198	\$4,956,501	\$36,620,241	88.46

Source: Catholic Charities of Santa Clara County. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
City Team Ministries San Jose	\$1,477,103	\$0	\$1,477,103	\$28,013,215	\$29,490,318	90.00

Source: City Team Ministries San Jose. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Community Service Agency	\$765,100	\$234,183	\$999,283	\$3,205,260	\$4,204,543	94.63

Source: Community Service Agency. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Community Working Group	\$127,097	\$62,273	\$189,370	\$1,234,471	\$1,423,841	100

Source: Community Working Group. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Family Support Housing	\$396,396	\$11,601	\$407,997	\$1,558,658	\$1,966,655	100

Source: Family Support Housing, Inc. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Gilroy Compassion Center	\$154,651	\$0	\$154,651	\$739,273	\$893,924	10.00

Source: Gilroy Compassion Center. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
HomeFirst	\$9,936,519	\$2,105,963	\$12,042,482	\$2,140,090	\$14,182,572	100

Source: HomeFirst. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
LifeMoves	\$13,314,414	\$0	\$13,314,414	\$10,466,399	\$23,780,813	93.76

Source: LifeMoves. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Sacred Heart Community Service	\$5,332,583	\$0	\$5,332,583	\$20,301,573	\$25,886,409	90.04

Source: Sacred Heart Community Service. (2018a). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
Sunday Friends	\$14,680	\$0	\$14,680	\$969,742	\$984,422	100

Source: Sunday Friends. (2018). 2017-2018 Form 990

Nonprofit	Federal	State & Local	Total Government Funds	All Other Revenue	Total Income	Charity Navigator Score
West Valley Community Services	\$1,246,729	\$0	\$1,246,729	\$3,077,728	\$4,324,457	87.97

Source: West Valley Community Services. (2018). 2017-2018 Form 990

The data shows that from the 2017-2018 Form 990 tax returns, all 12 nonprofits combined received \$78,718,338 for direct action and direct services from government sources. The cumulative gross revenue of all 12 non-profit organizations was \$163,336,758.

Officers, Directors, Trustees, and Highest Compensated Employees Costs

In Section 5, the data collected from each nonprofit 990 forms show the administrative costs of Officers, Directors, Trustees, and Highest Compensated Employees as presented. This data shows the salary of each officer from the 2017 - 2018 year, the retirement and other compensation, nontaxable benefits, and the total sum of each column.

The matrix will show five columns. The first column shows the name of the staff member and the title he/she holds. The second column shows retirement and other compensation the administration provided to the staff member. The third column shows any nontaxable benefits the administration provided. The final column will show the total of all columns. Some columns in Form 990 do not provide data, and thus will be shown as N/A (Not Applicable).

Additionally, two rows show other salaries and wages, and other employee benefits (health care, dental, and other benefits not described). The second shaded row shows the sum of other staff salaries and wages. The third row shows the total of employee benefits.

Section 5. Officers, Directors, Trustees, and Highest Compensated Employees

Administrative costs: Salaries, benefits, travel, conferences

Bill Wilson Center				
Name & Title	Salary	Retirement and other Compensation	Nontaxable Benefits	Total of Columns
Sparky Harlan CEO	\$260,284	\$21,254	N/A	\$281,538
David Lang Chief Financial Officer (temporary position)	\$53,653	\$1,342	N/A	\$54,995
Deborah Pell Chief Program Officer	\$164,171	\$17,034	N/A	\$181,205
Pilar Furlong Chief Community Resources Officer	\$139,970	\$15,448	N/A	\$155,418
Ivis Pena Chief Administrative Officer	\$142,589	\$15,795	N/A	\$158,384
Lorraine Flores Director of Program and Development	\$144,329	\$14,861	N/A	\$159,190
Pamelah Stephens Division Director-MHS	\$130,488	\$14,676	N/A	\$145,164
Cheryl Rouse Division Director-Residential Service	\$111,761	\$13,890	N/A	\$125,651

Janet Dolezal Director of Finance	\$111,231	\$13,890	N/A	\$125,121
Total top employees' compensation	\$1,258,476			\$1,386,666
Other salaries and wages				\$9,200,835
Other employee benefits				\$1,799,622
Grand total				\$12,387,123

Source: Bill Wilson Center 2017-2018 Form 990

The Bill Wilson Center has nine administrators: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a CEO/CFO, Chief Financial Officer, Chief Program Officer, Chief Community Resources Officer, Chief Administrative Officer, Director Administrative Officer, Director of Program and Development, Division Director-MHS, Division Director-Residential, and Director of Finance. There was a wide range of salaries for each staff member, the highest salary for the CEO/CFO, who received \$260,284.

Bill Wilson Center reported other salaries and wages at \$9,200,835, and other employee benefits were \$1,799,622. Combined, the sum of all administrative costs from the 2017-2018 year was \$12,387,123. The total income from the government was \$17,620, 848. The total income from all sources was \$19,578,563.

Catholic Charities of Santa Clara County				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Gregory Kepferle Board Member and CEO	\$244,318	\$31,425	N/A	\$275,743

Margaret Williams CAO and CFO	\$187,188	\$21,613	N/A	\$208,801
Jacqueline Copland-Carlson COO	\$182,125	\$9,128	N/A	\$191,253
Caroline Ocampo Chief of Communications	\$113,826	\$24,899	N/A	\$155,418
Linda Velasquez Chief HR Officer	\$165,048	\$12,561	N/A	\$177,609
Susan Taylor Chief Development Officer	\$195,988	\$36,224	N/A	\$232,212
Anna Tran Nurse Practitioner	\$184,884	\$21,364	N/A	\$206,248
Total top employees' compensation	\$1,496,369			\$1,698,056
Other Salaries and Wages				\$17,454,003
Other Employee Benefits				\$2,725,699
Grand total				\$21,752,107

Source: Catholic Charities of Santa Clara County 2017-2018 Form 990

Catholic Charities of Santa Clara County has seven administrators: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a Chief Executive Officer (CEO), Chief Administrative Officer (CAO) and Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief of Communications, Chief HR Officer, Chief Development Officer, and Nurse Practitioner. The highest-paid salary was the Board Member and CEO, who received \$244,318.

Catholic Charities of Santa Clara County reported other salaries and wages at \$17,454,003, and other employee benefits were \$2,725,699. The combined sum of all administrative costs from the 2017-2018 year was \$21,752,107. The total income from the government was \$25,918,198. The total income from all sources was \$36,620,241.

City Team Ministries San Jose				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Glen Peterson President	\$103,839	\$780	N/A	\$104,619
Matt McLaughlin VP Finance	\$104,562	\$4,714	N/A	\$109,276
Harry Brown VP International Ministries	\$120,915	\$4,921	N/A	\$125,836
Carol Patterson VP Marketing & Communication	\$114,207	\$1,335	N/A	\$115,542
Total top employees' compensation	\$443,523			\$455,273
Other Salaries and Wages				\$5,646,525
Other Employee Benefits				\$1,607,928
Grand total				\$7,709,726

Source: City Team Ministries San Jose 2017-2018 Form 990

City Team Ministries San Jose has four administrators: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a President, Vice President of Finance, Vice President of International Ministries, and Vice President of Marketing and Communication. The highest-paid salary was the Vice President of International Ministries, who received \$125,836.

City Team Ministries San Jose reported other salaries and wages at \$5,646,525, and other employee benefits were \$7,709,726. The combined sum of all administrative costs from the 2017-2018 year was \$7,709,726. The total income from the government was \$1,477,103. The total income from all sources was \$29,490,318.

Community Service Agency				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Tom Myers Executive Director	\$141,758	\$25,794	N/A	\$167,552
Marvin Sabado Director of Finance	\$100,855	\$27,830	N/A	\$128,685
Total top employees' compensation	\$242,613			\$296,237
Other Salaries and Wages				\$1,184,972
Other Employee Benefits				\$351,974
Grand total				\$1,833,183

Source: Community Service Agency 2017-2018 Form 990

The Community Service Agency has two administrative staff: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows an Executive Director and Director of Finance. The highest-paid salary was the Executive Director, who received \$167,552.

The Community Service agency reported other salaries and wages at \$1,184,972, and other employee benefits were \$351,974. The combined sum of all administrative costs from the 2017-2018 year was \$1,833,183. The total income from the government was \$999,283. The total income from all sources was \$4,204,543.

Community Working Group				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Louis Chicoine Executive Director	\$218,915	\$2,162	N/A	\$221,077
Vivian Wan Chief Operating Officer	\$158,006	\$6,271	N/A	\$164,277
David Blohm Chief Financial Officer (Part time)	\$28,125	\$2,004	N/A	\$30,129
Maureen Vittoria Chief Financial Officer (Former)	\$153,043	\$8,529	N/A	\$161,572
Bronwyn Hogan Director of Community of Relations	\$112,486	\$8,250	N/A	\$120,736
Jon White Division of Real Estate Development	\$132,175	\$6,451	N/A	\$138,626
Kara Carnahan Director of Programs	\$119,220	\$6,203	N/A	\$125,423

Juana Nunley Director of Assets and Property Mana	\$112,940	\$5,919	N/A	\$118,859
Total top employees' compensation	\$1,034,910			\$1,080,699
Other Salaries and Wages				N/A
Other Employee Benefits				N/A
Grand total				\$1,080,699

Source: Community Working Group 2017-2018 Form 990

The Community Work Group has eight administrative staff: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows an Executive Director, Chief Operating Officer, Chief Financial Officer, Chief Financial Officer (former), Director of Community of Relations, Division of Real Estate Development, Director of Programs, and Director of Assets and Property Mana.

The Community Work Group had two staff employees who both served as the Chief Financial Officer. The highest-paid salary was the Executive Director, who received \$138,626. There was no applicable data for other salaries and wages and other employee benefits. The combined sum of all administrative costs from the 2017-2018 year was \$1,080,699. The total income from the government was \$179,589. The total income from all sources was \$547,058.

Family Support Housing, Inc				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Beth Leary President	\$108,398	\$6,044	N/A	\$114,442
Total top employees' compensation	\$108,398			\$114,442
Other Salaries and Wages				\$1,073,368
Other Employee Benefits				\$192,112
Grand total				\$1,379,922

Source: Family Support Housing, Inc 2017-2018 Form 990

The Family Support Housing, Inc has only one administrative staff reported in form 990: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a President, which is the highest paid salary, who received \$114,442.

The Family Support Housing, Inc reported other salaries and wages at \$1,073,368, and other employee benefits were \$192,112. The combined sum of all administrative costs from the 2017-2018 year was \$1,379,922. The total income from the government was \$407,997. The total income from all sources was \$1,966,655.

Gilroy Compassion Center				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns

Jan Bernstein Chargin Chairperson	N/A	N/A	N/A	N/A
Jeff Wagner Director	N/A	N/A	N/A	N/A
Deborah Rivera Director	N/A	N/A	N/A	N/A
Reid Lerner Vice President	N/A	N/A	N/A	N/A
Tony Mannino Treasurer	N/A	N/A	N/A	N/A
Shawn Weymouth Director	N/A	N/A	N/A	N/A
Scott Jackson Secretary	N/A	N/A	N/A	N/A
Total top employees' compensation	N/A			N/A
Other Salaries and Wages				\$66,618
Other Employee Benefits				\$16,596
Grand total				\$83,214

Source: Gilroy Compassion Center 2017-2018 Form 990

Gilroy Compassion Center entirely operates with a board of trustees: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a Chairperson, Directors, Treasurer, and Secretary. It does not have a high salary or highest compensated employees.

Gilroy Compassion Center reported other salaries and wages at \$66,618, and other employee benefits were \$16,596. The total salaries and wages spent from the 2017-2018 year

was \$83,214. The total income from the government was \$154,651. The total income from all sources was \$893,924.

HomeFirst				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Andrea Urton CEO	\$144,622	\$9,372	N/A	\$153,994
James Ptak CFO	\$59,348	\$1,233	N/A	\$60,581
Stephanie Demos CDO	\$112,224	\$15,387	N/A	\$127,611
Rene Ramirez	\$100,394	\$1,194	N/A	\$101,588

COO				
Jess Gutierrez CIO	\$126,788	N/A	N/A	\$126,788
Total top employees' compensation	\$543,376			\$570,562
Other Salaries and Wages				\$6,024,675
Other Employee Benefits				\$931,398
Grand total				\$6,956,073

Source: HomeFirst 2017-2018 Form 990

HomeFirst had five administrative staff: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a Chief Executive Officer, Chief Financial Officer (CFO), Chief Data Officer (CDO), Chief Operating Officer (COO), and Chief Financial Officer (CFO). The highest-paid salary was the CEO, who received \$153,994.

HomeFirst reported other salaries and wages at \$6,024,675, and other employee benefits were \$931,398. The combined sum of all administrative costs from the 2017 - 2018 year was \$6,956,073. The total income from the government was \$12,042,482. The total income from all sources was \$14,182,572.

LifeMoves				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Bruce Ives Chief Executive Officer	\$252,504	\$18,910	N/A	\$271,414
Craig Garber CFO	\$187,958	\$21,237	N/A	\$209,195
Katherine Finnigan Chief Development Officer	\$158,829	\$1,841	N/A	\$160,670
Brian Greenberg Vice President, Programs & Services	\$151,227	\$18,799	N/A	\$170,026
Anne Jarchow Vice President, Human Resources	\$154,965	\$4,781	N/A	\$159,746

Amy Wright Vice President, Principal Gifts	\$142,118	\$11,838	N/A	\$153,956
Lorena Collins Assoc. VP, Program Eval & Lead Develop	\$101,915	\$13,155	N/A	\$115,070
Total top employees' compensation	\$1,149,516			\$1,240,077
Other Salaries and Wages				\$11,018,508
Other Employee Benefits				\$3,294,131
Grand total				\$15,552,716

Source: LifeMoves 2017-2018 Form 990

LifeMoves had seven administrative staff: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows a Chief Development Officer, Vice President, Programs & Services, Vice President, Human Resources, Vice President, Principal Gifts, and Associated Vice President, Program Evaluations & Lead Development. The highest-paid salary was the CEO, who received \$271,414.

LifeMoves reported other salaries and wages at \$11,018,508, and other employee benefits were \$3,294,131. The combined sum of all administrative costs from the 2017-2018 year was \$15,552,716. The total income from the government was \$13,314,414. The total income from all sources was \$23,780,813.

Sacred Heart Community Service				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Poncho Jose Guevara Executive Director	\$166,185	\$5,486	N/A	\$171,671
Michael Soukup Finance Manager	\$87,299	\$4,748	N/A	\$92,047
Darren Seaton Deputy Director	\$104,339	\$4,589	N/A	\$108,928
Total top employees' compensation	\$357,823			\$372,646
Other Salaries and Wages				\$4,398,155
Other Employee Benefits				\$775,916
Grand total				\$5,546,717

Source: Sacred Heart Community Service 2017-2018 Form 990

Sacred Heart Community Service had three administrative staff: the Officers, Directors, Trustees, and Highest Compensated Employees. It shows an Executive Director, Finance Manager, and Deputy Director. The highest-paid salary was the Executive Director, who received \$171,671.

Sacred Heart Community Service reported other salaries and wages as \$4,398,155, and other employee benefits were \$775,916. The combined sum of all administrative costs from the 2017-2018 year was \$5,546,717. The total income from the government was \$5,332,583. The total income from all sources was \$25,886,409.

Sunday Friends				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
James McCaskill Executive Director	\$100,961	\$8,071	N/A	\$109,032
Total top employees' compensation	\$100,961			\$109,032
Other Salaries and Wages				\$198,730
Other Employee Benefits				\$15,749
Grand total				\$323,511

Source: Sunday Friends 2017-2018 Form 990

Sunday Friends had one administrative staff as the Officers, Directors, Trustees, and Highest Compensated Employees. The highest paid salary was the Executive Director who received \$109,032. Sunday Friends reported other salaries and wages as \$198,730, and other employee benefits were \$15,749. The total sum of administrative costs from the 2017-2018 year was \$323,511. The total income from the government was \$14,680. The total income from all sources was \$984,422.

West Valley Community Services				
Name & Title	Salary	Retirement and other compensation	Nontaxable benefits	Total of Columns
Josh Selo Executive Director	\$115,271	\$3,465	N/A	\$118,736
Total top employees' compensation	\$115,271			\$118,736
Other Salaries and Wages				\$941,075
Other Employee Benefits				\$137,689
Grand total				\$1,197,500

Source: West Valley Community Services 2017-2018 Form 990

West Valley Community Services had one administrative staff: the Officers, Directors, Trustees, and Highest Compensated Employees. The highest-paid salary was the Executive Director, who received \$115,271. West Valley Community Services reported other salaries and wages as \$941,075, and other employee benefits were \$137,689. The total sum of administrative costs from the 2017-2018 year was \$1,197,500. The total income from the government was \$1,246,729. The total income from all sources was \$4,324,457.

The salaries of each officer, directors, trustees, and highest compensated employees, salaries and wages, and other employee benefits vary from each nonprofit. Together these 12 nonprofits total combined administrative salaries from the 2017-2018 year was \$129,113,133.

Fundraising Cost & Revenue and Other Equipment

In Section 6, the data collected shows fundraising and other equipment costs of all 12 nonprofit organizations from the 2017-2018 year. There were very few programs that spent more than \$1,000 on fundraising. For nonprofits, fundraising was not just a means of raising money, but also a way to promote the mission and goals of a nonprofit organization. Similarly, there were very few programs that spent less money on equipment, such as advertising, promotion, printing, office use, and furniture. This spending is deemed necessary to continue the function of the nonprofit.

Section 6. Fundraising cost and advertising and promotion	
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Nonprofit	Fundraising	Fundraising Revenue	Other Equipment
Other Equipment			

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Bill Wilson Center	\$41,117	\$18,500	-\$22,677
Other Equipment	\$543,058		

Source: Bill Wilson Center 2017-2018 Form 990

The Bill Wilson Center provides various fundraising events, the two biggest fundraising events are the Building Dream Fundraiser and High Fundraiser. The Bill Wilson Center table data shows that the Bill Wilson Center's direct expenses on fundraising were \$41,117, and fundraising revenue was \$18,500. The net fundraising income summary for the 2017-2018 year was -\$22,677. Bill Wilson Center spent more on fundraising expenses than they raised on fundraising. The data shows that the Bill Wilson Center spent \$543,058 on equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Catholic Charities of Santa Clara County	\$58,452	\$33,624	-\$24,828
Other Equipment	\$73,051		

Source: Catholic Charities of Santa Clara County 2017-2018 Form 990

Catholic Charities of Santa Clara County provides various fundraising events, the two biggest fundraising events are two golf tournaments, the Main Golf tournament and the Bocce Tournament. The Catholic Charities of Santa Clara County table data shows that the Center's direct expenses on fundraising were \$58,452, and fundraising revenue was \$33,624. The net fundraising income summary for the 2017-2018 year was -\$24,828. The data shows that the Catholic Charities of Santa Clara County spent \$73,051 on equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
City Team Ministries San Jose	\$237,269	\$804,290	\$567,021
Other Equipment	\$196,076		

Source: City Team Ministries San Jose 2017-2018 Form 990

The City Team Ministries San Jose provides various fundraising events, their biggest one was the San Jose Men's Breakfast. The City Team Ministries San Jose table data shows that direct expenses on fundraising were \$237,269, and fundraising revenue was \$804,290. The net fundraising income summary for the 2017-2018 year was \$567,021. The data shows that the Catholic Charities of Santa Clara County spent \$196,076 on equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
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Community Service Agency	\$113,938	\$317,836	\$203,898
Other Equipment	\$173,750		

Source: Community Service Agency San Jose 2017-2018 Form 990

The Community Service Agency table data shows that direct expenses on fundraising were \$113,938, and fundraising revenue was \$317,836. The net fundraising income summary for the 2017-2018 year was \$203,898. The data shows that the Community Service Agency spent \$173,750 on equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Community Working Group	\$52,634	\$51,576	-\$1,058
Other Equipment	\$24,500		

Source: Community Working Group 2017-2018 Form 990

The Community Working Group table data shows that direct expenses on fundraising were \$51,634, and fundraising revenue was \$51,576. The net fundraising income summary for the 2017-2018 year was -\$1,058. The Community Working Group spent more on fundraising expenses than they raised on fundraising. The data shows that the Community Working Group spent \$24,500 on equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Family Support Housing, Inc	\$21,014	\$59,289	\$38,275
Other Equipment	\$21,444		

Source: Family Support Housing, Inc 2017-2018 Form 990

The Family Support Housing, Inc table data shows that direct expenses on fundraising were \$21, 014, and fundraising revenue was \$59,289. The net fundraising income summary for the 2017-2018 year was \$38,275. The data shows that Family Support Housing, Inc spent \$21,444 on equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Gilroy Compassion Center	\$0	\$0	\$0
Other Equipment	\$18,431		

Source: Family Support Housing, Inc 2017-2018 Form 990

The Gilroy Compassion Center table data shows \$0 fundraising expenses and revenue. The Gilroy Compassion Center does not do any fundraising. The data shows that Gilroy Compassion Center spent \$18,431 on other equipment.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
HomeFirst	\$200,461	\$243,355	\$42,894
Other Equipment	\$18,431		

Source: HomeFirst 2017-2018 Form 990

HomeFirst table shows direct expenses on fundraising were \$200,461, and fundraising revenue was \$43,355. HomeFirst conducted a fundraiser called the “special event” that brought

\$42,894 revenue. The fundraising event brought vendors and donors to bring awareness and action to the mission of HomeFirst. The data shows that HomeFirst spent \$18,431 on other equipment such as office supplies and printing.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
LifeMoves	\$282,037	\$280,166	-\$1,871
Other Equipment	\$134,866		

Source: LifeMoves 2017-2018 Form 990

LifeMoves table shows direct expenses on fundraising were \$282,037, and fundraising revenue was \$280,166. Every year, LifeMoves offers a "Move It Forward Benefit Breakfast" inviting the community to raise public awareness of the work they do. The net fundraising income summary for the 2017-2018 year was -\$1,871. The data shows that LifeMoves spent \$134,866 on other equipment and expenditures.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Sacred Heart Community Service	\$417,402	\$523,948	\$106,546
Other Equipment	\$502,337		

Source: Sacred Heart Community Service 2017-2018 Form 990

Sacred Heart Community Service table shows direct expenses on fundraising was \$417,402, and fundraising revenue was \$523,948. The net fundraising income summary for the 2017-2018 year was \$106,546. The data shows that Sacred Heart Community Service spent \$502,337 on other office equipment and expenditures.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (R - E)
Sunday Friends	\$5,456	\$29,313	\$23,857
Other Equipment	\$502,337		

Source: Sunday Friends 2017-2018 Form 990

Sunday Friends table shows direct expenses on fundraising was \$29,313 and fundraising revenue was \$5,456. The net fundraising income summary for the 2017-2018 year was \$23,857. The data shows that Sunday Friends Service spent \$502,337 on other office equipment and expenditures.

Nonprofit	Fundraising Expenses	Fundraising Revenue	Net Summary (E - R)
West Valley Community Services	\$60,437	\$68,157	\$7,720
Other Equipment	\$183,291		

Source: West Valley Community Services 2017-2018 Form 990

The West Valley Community Services table shows direct expenses on fundraising was \$60,437 and fundraising revenue was \$68,157. The West Valley Group includes two annual fundraisers. The Java Camp Fundraiser and Stress-Free Fundraiser both offering food to the homeless and community awareness on homelessness. The net fundraising income summary for

the 2017-2018 year was \$7,720. The data shows that West Valley Community Services spent \$183,291 on other office equipment and expenditures.

Nonprofit Interviews

Twelve guided interviews were selected with 12 staff members from each of the 12 non-profit organizations where only organizational information was obtained and no personal opinions or information was requested. The findings generated the matrix as an outline for each nonprofit's mission, procedures, expenditures, and placements of homeless people in permanent housing, and identified whether the nonprofits operated to maximize the direct services to the homeless people. Eleven questions were asked of the interviewee.

Section 7. Interview Questions		
Organization	Interviewee	Title of Position
Bill Wilson	Pilar Furlong	Chief Community Resources Officer

Q: What direct services & actions do you have that help the homeless community?

Many of our services support our homeless youth population. We provide housing, food, clothes, and services. We have homelessness in our city, but the most extreme homelessness is youth without a family or beginning as young as 12 years of age. Our services help young people between 12 and 28 years of age. (P. Furlong, personal interview, September 4, 2020).

Q: The Peacock Commons has a 28-unit apartment complex that offers support housing for young adults and young parent families. What's the time limit, how long will they be able to stay in the unit?

The Peacock Commons offers affordable housing for young adults and young parent families aged 18-24. The program offers career guidance, case management and independent living skills.

Each case is special and typically lasts 6-8 months, at which point we transfer them to our Transitional Housing Program (P. Furlong, personal interview, December 9, 2020).

Q: In 2018, two of your main fundraisers, Building Dream Fundraiser and High Fundraiser, had a negative result of-\$22,677. Can you explain why there was a loss?

Our Building Dream fundraiser invites our supporters and community members to have lunch and learn about the work we do. We find a place to have breakfast and discuss the work we have done together. Our expectations are to get our details out to our supporters and the community who attended, so we don't have any influence over donations. In the same way, our High Fundraising event focuses on bringing new participants and supporters to join the work we do (P. Furlong, personal interview, December 9, 2020).

Catholic Charities of Santa Clara County	Caroline Ocampo	Chief of Communications
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Q: What direct services & actions do you have that help the homeless community?

Our programs provide assistance to all areas of need in our community. From our senior projects through our employment services and housing programs. We provide food, clothing, tax services, mental well-being, and housing assistance. We have a long history of supporting those in need with free or low-cost assistance (C. Ocampo, personal interview, December 9, 2020).

Q: The Charities Housing Development Corporation program has supported 1,102 members from 2017 to 2018. How many of these families of individuals have returned for services?

All of our workers are committed to supporting our members who are directly affected by poverty. Our goal is to change the dynamics of economic and social disenfranchisement through civic engagement by developing a comprehensive plan to assist all our members. We are providing assistance to new and returning members (C. Ocampo, personal interview, December 9, 2020).

Q: There was a negative net overview of-\$24,828 from the 2017-2018 fundraising period. Can you explain why there was a negative net revenue?

Two of our biggest fundraising events come from our Golf Tournament and our Bocce Tournament. I would need to check our records, but most likely the negative revenue came from the expense of services and entertainment. In addition, that year, I believe we shifted the venue of the Tournament to another city (C. Ocampo, personal interview, December 9, 2020).

City Team Ministries San Jose	Carol Patterson	VP Marketing & Communication
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Q: What direct services & actions do you have that help the homeless community?

CityTeam San Jose brings immediate help and lasting solutions to thousands of men, women, and children struggling with food insecurity, homelessness, domestic violence, and other life disabling circumstances and behaviors. Whether it is through our food pantries, the hot meals served fresh every day of the week, our numerous transitional housing programs with supportive services, or spiritual care programs (C. Patterson, personal interview, August 25, 2020).

Q: There was no hint of how much local and state government support the City Team San Jose got on the 990 Form and Annual 2018 report. Did CityTeam receive any state or local funding?

We did not receive any state funding or local funding. Only government grants and funding have been received (C. Patterson, personal interview, December 9, 2020).

Community Service Agency	Tom Myers	Executive Director
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Q: What direct services & actions do you have that help the homeless community?

CSA’s Homeless Services programs provide case management, direct assistance, and referral services (most importantly housing) to individuals and families. We distribute food to our homeless community (T. Myers, personal interview, September 7, 2020).

Q: The CSA Homeless Case program which provides financial assistance with one month's rent once clients have a stable job. What happens to a customer when they are unable to find and secure a job?

Our mission at CSA is to ensure that all clients have a case manager to help them set up a job plan. We work with our clients to ensure that they find a job that best suits their needs T. Myers, personal interview, December 10, 2020).

Q: What happens to the client if he/she is unable to find employment?

We assess all our client situations, but in most cases, we extend the program for our clients (T. Myers, personal interview, December 10, 2020).

Community Working Group	Bronwyn Hogan	Director of Community of Relations
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Q: What direct services & actions do you have that help the homeless community?

CWG helps individuals and families who are at risk of or experiencing homelessness in the Midpeninsula to live in safe, affordable homes. CWG serves extremely low-income working individuals such as medical assistants, teachers, gardeners, retail clerks and their families; as well as those who have lost jobs or are unable to work due to disability. Our clients range from women, men and children in housing crisis, to chronically homeless individuals and families. The people CWG helps mirror the greater community; they are young and old, and from all ethnicities and backgrounds. CWG aims to preserve the vital socioeconomic diversity of our community, while helping families and individuals avoid falling into the cycle of homelessness (B. Hogan, personal interview, September 6, 2020).

Q: Does the Community Working Group Opportunity Center “housing approach” work with your clients?

Yes. We have found that our clients, using either affordable housing or temporary housing, have been effective and effective and efficient in providing them with the ability to find a job and the preparation they need to retain permanent housing (B. Hogan, personal interview, December 9, 2020).

Family Support Housing, Inc	Christi Moyer-Kelly	Director of Operations
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Q: What direct services & actions do you have that help the homeless community?

Our supportive services include intensive case management, medical resources and referrals, housing search support, life skills workshops for parents, and opportunities for children to play and learn in our Homework Enrichment Program and Voyager Child Development Center. We also have our Bridges AfterCare program that offers families the necessary supportive services based on their own unique needs. Every family has their own story. Some need assistance for just a few weeks, while others need longer term support. Taking time to carefully evaluate the family’s situation is crucial to provide them the appropriate care (C. Moyer-Kelly, personal interview, September 9, 2020).

Q: What are some of the constraints your organization faces to serve more people?

Family support housing has been helping homeless families to stay together for more than 30 years, while addressing their food, shelter, jobs and education needs. Our San José Family Shelter is the only shelter in Santa Clara County that only serves single-and two-parent families

with children. We need more support to help more families who remain homeless more out of poverty (C. Moyer-Kelly, personal interview, September 9, 2020).

Gilroy Compassion Center	Shawn Weymouth	Director
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Q: What direct services & actions do you have that help the homeless community?

All of our programs are programs that help our community thrive and move out of homelessness. From the day center, camping group, and connecting our homeless community to the right resources (S. Weymouth, personal interview, September 3, 2020).

Q: What are some of the constraints your organization faces to serve more people?

Since 2011, the Compassion Center has opened South County’s only Day Center for the homeless, operated numerous Homeless Connect events, developed and piloted the Almost Home Camping Program, partnered with Santa Clara County and St. Joseph’s Family Center to provide Cold Weather shelter, and partnered with Morgan Hill Police Department and the Morgan Hill Faith Community to pilot a Safe Parking Program. Although with the growing increase in homelessness, we are faced with the lack of resources for the increase. We are faced with not enough funding to help the additional homeless community (S. Weymouth, personal interview, September 3, 2020).

Q: The Charity Navigator has scored 10 out of 100. Can you give any information as to why it did that?

I’m not too familiar with the Charity Navigator site, but the Gilroy Compassion Center has always been open and accountable to our donors and clients (S. Weymouth, personal interview, December 10, 2020).

Q: The 2017-2018 990 Form does not disclose any fundraising activities carried out by the Gilroy Compassion Center. Is the Gilroy Compassion Center contemplating fundraising?

The Gilroy Compassion Center has a large number of individual donors and donors who contribute to our agency. In addition, we receive federal support that allows us to move homeless individuals from shelters and encampments to temporary or permanent housing (S. Weymouth, personal interview, December 10, 2020).

HomeFirst	Stephanie Demos	Chief Data Officer
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Q: What direct services & actions do you have that help the homeless community?

Our programs operate housing and shelter sites, as well as case management services across Santa Clara County. We serve over 5,000 chronically homeless individuals, families with

children, veterans, and youth each year. We have a variety of programs (S. Demos, personal interview, September 16, 2020).

Q: What are some of the constraints your organization faces to serve more people?

We have the best team, a fully committed Board of Directors, extraordinary support from the Advisory Council, as well as absolutely incredible volunteers and donors. These days, sleepless nights are centered on the big picture -- how do we do our very best to end homes and/or continuing services for the nearly 10,000 people who are still homeless in our community. We need more staff and more funding (S. Demos, personal interview, September 16, 2020).

Q: In 2018, HomeFirst organized a fundraiser called “Special Event”. Can you include more detail about what this special case was?

Our special program was called “In from the Home Comes Homes” fundraising gala. We discuss our achievements and our future goals of helping adults, families, veterans, and youth who are homeless or at risk of becoming homeless, find and keep permanent housing (S. Demos, personal interview, September 16, 2020).

LifeMoves	Katherine Finnigan	Chief Development Officer
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Q: What direct services & actions do you have that help the homeless community?

With 23 shelters and services that give our neighbors experiencing homelessness a temporary place to call home while providing intensive, customized case management through both shelter programs and community outreach. With LifeMoves programs, we support men, women, and children each year in finding stable housing and long-term self-sufficiency (K. Finnigan, personal interview, September 18, 2020).

Q: What are some of the constraints your organization faces to serve more people?

Our programs work, but we urgently need more funding and more volunteers to help support the grossing need (K. Finnigan, personal interview, September 18, 2020).

Sacred Heart Community Service	Poncho Jose Guevara	Executive Director
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Q: What direct services & actions do you have that help the homeless community?

We have various direct services that help our homeless community. Providing food, clothing, essential services, and other fundamental programs that help our community abolish poverty and provide our homeless community self-sufficiency opportunities. We have our policy &

organizing program that establishes the power of solidarity and social justice in our community (P. Guevara, personal interview, September 11, 2020).

Q: What are some of the constraints your organization faces to serve more people?

We are determined to create a community free from poverty by creating hope, opportunity, and action. We could not do the work that we do without all the individuals in our community. With our community we can make change happen. Funding and more volunteers are always needed to make our work move forward (P. Guevara, personal interview, September 11, 2020).

Q: Sacred Heart Community Service Form 990 registered \$417,402.00 expense on fundraising. Can you provide more information as to why this large amount was reported?

For our holiday services, Sacred Heart Community Service annually spends a significant sum on fundraising. On Thanksgiving and Christmas, we provide 7,400 families with boxes of food and turkeys. We distribute 3,400 backpacks full of pens, markers, flashcards and other school supplies to our families and children. To ensure that we achieve our goal, we invest a significant amount of money, but we also earn a greater return from our sponsors, businesses partners, faith groups and individual donors. (P. Guevara, personal interview, September 11, 2020).

Sunday Friends	James McCaskill	Executive Director
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Q: What direct services & actions do you have that help the homeless community?

At Sunday Friends, families find a supportive community and the means to break their cycle of helplessness and poverty. An integrated economic environment is filled with opportunities - not just to receive but also to give. Families work together to earn basic necessities. There are no handouts at Sunday Friends. While children build the developmental assets required for success, adults learn life skills and whole families transition together towards self-sufficiency (J. McCaskill, personal interview, September 5, 2020).

Q: What are some of the constraints your organization faces to serve more people?

Long term or generational poverty is based upon experiences, beliefs, culture, attitudes and habits as well as lack of societal support and opportunities. We need to break those barriers and grow as a community (J. McCaskill, personal interview, September 5, 2020).

West Valley Community Services	Josh Selo	Executive Director
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Q: What direct services & actions do you have that help the homeless community?

“West Valley Community Services comprehensive programs are offered under one roof and are free of charge to low income and homeless families in the west valley region of Santa Clara County. We also provide helpful information and referrals to our clients in collaboration with other human service agencies in the community. Our services are food, housing, and support (J. Selo, personal interview, September 6, 2020).”

Q: What are some of the constraints your organization faces to serve more people?

“There are men, women and children living in poverty in the west valley, and the community make a difference in their lives by supporting West Valley Community Services with funding and volunteering (J. Selo, personal interview, September 6, 2020).”

ANALYSIS

A Critical Problem

As mentioned, Santa Clara County is California's 6th most populous county, with a population of 1,938 million with a median age of 37.2 years and a median household income of \$126,606 (Census Bureau, 2020). It ranks 7th for the number of homeless residents and 3rd for the number of unsheltered homeless individuals in the United States. (Henry, et al., 2019). The 2019 Santa Clara County Homeless Census and Survey found that a total of 9,706 people experienced homelessness on January 29-30, 2019, a 31% increase from 2017, the highest the number has been in over a decade (Santa Clara County Homeless Census & Survey, 2019). The substantial cause for concern was the large number of homeless people living in unsheltered areas. The county's 2019 Point-in-Time count shows that the number of homeless people has increased dramatically in some cities. There were 5,259 unsheltered homeless individuals and 1,775 sheltered homeless individuals in 2017, totaling 7,034, a dramatic increase of over 2,212 people by 2019 (Santa Clara County Homeless Census & Survey, 2019). The biggest cause for concern was that the large number of homeless people living in unsheltered areas was increasing (Santa Clara County Homeless Census & Survey, 2019).

12 Nonprofits

The 12 nonprofit organizations were evaluated, and a managerial audit was produced of their systematic developments that help the homeless community in Santa Clara County, California. These 12 nonprofits in Santa Clara County were selected for this research because they provide direct services and resources to a large homeless community. The 12 nonprofit organizations - Bill Wilson Center, Catholic Charities of Santa Clara, City Team Ministries San Jose, Community Service Agency, Community Working Group, Family Support Housing, Inc.,

Gilroy, Compassion Center, HomeFirst, LifeMoves, Sacred Heart Community Service, Sunday Friends, and West Valley Community Services - are located in various cities around the Santa Clara County area.

Analysis of the Managerial Audit

The data in the Findings section - mission and vision, programs and resources, Government funding from 2017-2018, officers, directors, trustees, and highest compensated employees, fundraising cost and direct services, and interviews - demonstrated that these nonprofits provided similar direct action and services to eliminate homelessness. The 12 nonprofits allocate their income among their budgets differently in administration, fundraising, and direct services.

The mission and vision of each nonprofit organization are different from one another but sustain a similar message of assisting the homeless community. A mission is a clear, concise, and enduring statement of the reasons for an organization's existence. A vision represents future purpose, providing a mental picture of the aspirational existence that an organization is working towards (Horwath, 2005). Each nonprofit provided a clear and concise statement of its mission and vision that provided a purpose to their goals.

Nonprofit	Placements	Government Funding	Total Income	Administrative Costs	Fundraising Net Summary
Bill Wilson Center	40,206	\$17,620,848	\$19,578,563	\$12,387,123	-\$22,677
Catholic Charities of Santa Clara County	12,332	\$25,918,198	\$36,620,241	\$21,752,107	-\$24,828
City Team Ministries San Jose	740,532	\$1,477,103	\$29,490,318	\$7,709,726	\$567,021
Community Service Agency	11,737	\$999,283	\$4,204,543	\$1,833,183	\$203,898
Community Working Group	660	\$189,370	\$1,423,841	\$1,080,699	-\$1,058
Family Support Housing, Inc	665	\$407,997	\$1,966,655	\$1,379,922	\$38,275
Gilroy Compassion Center	4,482	\$154,651	\$893,924	\$83,214	\$0
HomeFirst	95,890	\$12,042,482	\$14,182,572	\$6,956,073	\$42,894
LifeMoves	217,403	\$13,314,414	\$23,780,813	\$15,552,716	-\$1,871
Sacred Heart Community Service	3,647	\$5,332,583	\$25,886,409	\$5,546,717	\$106,546

Sunday Friends	1,008	\$14,680	\$984,422	\$323,511	\$23,857
West Valley Community Services	450,201	\$1,246,729	\$4,324,457	\$1,197,500	\$7,720
Totals	1,578,763	\$78,718,338	\$163,336,758	\$75,802,491	\$939,777

The data on the Programs and Procedures section demonstrates various programs that help the homeless community in different ways. Various programs have large facilities that provide food and shelter to homeless individuals repeatedly, “duplicated” services because the same people get the same services repeatedly. Emergency shelters were used by homeless individuals experiencing an economic shock. Transitional housing was also used as a temporary residence to help people stabilize their lives; it is important to note that there are a low number of transitional housing beds available. Many programs provide permanent supportive housing assistance, providing effective support for people experiencing chronic homelessness, adding them on a waiting list for permanent housing.

There is no permanent housing that offers safe and stable housing in all of the 12 nonprofit programs. Additionally, many programs provided non-housing services, including recovery support services, mental and substance use disorder treatment, and employment, and mainstream benefits. Combined, these data sets account for services provided roughly 1,578,763 times with direct action and services, but many participants use many of the programs repeatedly, becoming duplicated members. Various programs serve duplicated families and individuals, and other programs have a one-time service, making some data of individuals and families non-duplicated numbers.

Funding from local, state, and federal governments was provided to all 12 nonprofit organizations. The nonprofit sector's landscape has also changed, as nonprofit organizations have increasingly been charged with carrying out functions for the homeless community. The government has slowly shifted much of the responsibility for delivering vital services to nonprofits because these organizations appear to be effective venues for delivering homeless services at a lower cost. A total amount of \$78,718,338 was given to these twelve non-profits from 2017-2018 to assist the homeless community.

The returns of Organization Exempt from Income Tax Form 990 provided a comprehensive report of salary information on the 12 nonprofits. This data shows the salary of each officer from the 2017 - 2018 year, the retirement, and other compensations. Combined, all 12 nonprofit organizations' administrative costs were \$75,802,491 from 2017-2018.

Many nonprofits do fundraise but every nonprofits' approach it different. Many provide fundraising to bring awareness and provide dinners for the community. Various large fundraising events create a negative return. Other nonprofits start fundraising to provide financial aid for administrative staff and other employees' benefits.

It is interesting to note that all 12 nonprofits receive government funding and administrative staff costs offset the government funding. This does not mean that government funding is used to pay staff salaries. Government contracts specify exactly how the funds can be used, including limitations on administrative overhead. All nonprofits have other revenue sources such as individual donors, corporate matching, faith groups, universities, and nonprofit organizations that believe in their mission and vision and value the work they do to assist the homeless community.

CONCLUSION

Homelessness in Santa Clara County is a pressing social, policy, and landscape issue, but nonprofits make a difference by assisting the homeless community with essential services. Nonprofits are focused on helping their specific locality and are likely to have established legitimacy and trust with other community organizations. The 12 nonprofits selected for this research provide such assistance to the Santa Clara County homeless community, but finding permanent housing for homeless people remains a problem. No non-profit is currently offering programs that cause a high percentage of their clients to become economically stable or to get a large portion of the homeless community permanently off the streets.

The 12 nonprofits' data in Section 2 Program and Procedures showed programs that provide much temporary assistance to the homeless community. The data shows that nonprofit organizations make a difference in the lives of the homeless population, but to maintain that structure, constant government funding must be provided to continue the programs and provide administrative pay to staff. Therefore, it will be beneficial if some changes were implemented to these 12 nonprofit organizations that would result in more permanently house clients.

These 12 nonprofits have garnered a great deal of positive attention by serving an underserved homeless community with services to meet immediate needs. They provide the necessary and efficient services to assist the homeless community with crisis response, but they provide no plans to actually "end homelessness". As a result, this study has provided a path for future research by further looking into nonprofits' contract compliance, performance measures, and program effectiveness, and displaying the need for the development of the next step: creation of adequate numbers of affordable housing units.

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