

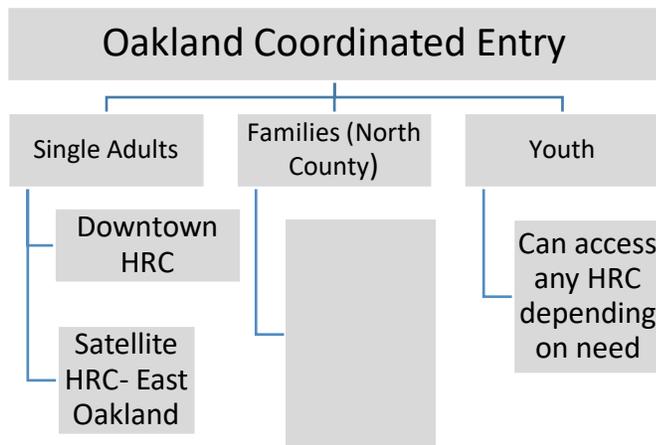
## 1. Summary of Homelessness in Large City

The City of Oakland, along with many other communities in this country, is facing a humanitarian crisis of neighbors who find themselves homeless. On a single night in January 2019, more than 4,000 people were experiencing homelessness in Oakland. Nearly four out of five (79 percent) of the people experiencing homelessness in Oakland are unsheltered and live outdoors or in tents or vehicles, often along the city's streets and in parks. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland, and a 63 percent increase in unsheltered homelessness since 2017. These numbers account for only a fraction of the people who become homeless over the course of a year. In Oakland, 70 percent of people who are homeless are African American compared to 24 percent of the general population. *The LSA for the Alameda County CoC and the 2019 Oakland PIT report are attached.*

### 2. a. Demonstration of Regional Coordination: Describe how the large city interfaces with CES; challenges to the CES, plans to address the challenges, promoting utilization of CES

Alameda County's Coordinated Entry operates through a network of Access Points (2-1-1, Housing Resource Centers, Outreach Teams) and Resource Zones (Administrative Coordination) to screen, provide housing problem solving, assess, prioritize, and match eligible people to a variety of housing programs including: homelessness prevention services, legal services, housing resource centers, housing navigation services, shelter, transitional housing, rapid rehousing, and permanent affordable and supportive housing. Coordinated Entry uses standard processes that include a comprehensive assessment tool to fairly determine need, priority, and eligibility for housing or services.

The City of Oakland is the Lead for the Oakland Resource Zone which is the largest of five zones in Alameda County's Coordinated Entry System. As the Oakland zone coordinator, the City leads all aspects of CES planning and implementation within Oakland. The City works with seven sub-grantees to provide CES related services. The City has three Housing Resource Centers (HRCs) to ensure appropriate geographic and population coverage (see chart below). City staff have been integral participants in the planning and implementation of CES on a county and city level and sit on several Countywide CES related oversight committees including the CoC Committee (CoC Board), HMIS Oversight Committee, and Systems Coordination Committee (oversight of CES).



### CES Challenges

Current challenges to the County's CES (and by default the City's CES) include the lack of a management entity or designated decision making entity for the CES, an HMIS structure that was not able to capture and report on many CES activities for the first two years of operation, and a system that has become overly focused on providing assessments to people without enough resources to match them to – resulting in a very long by name list for the county and the city. All of these challenges are currently being addressed. The HMIS system is now able to capture and report out on most CES related data. Other HMIS changes to strengthen CES are being made as part of the new HUD system performance measures requirements. These changes will be completed by April 1, 2020. In addition, a management entity to oversee day to day decision making for the CES will be in place by the late spring 2020. Based on an initial evaluation of the CES implementation thus far, the CoC is in the process of making additional changes and improvements. One of these changes will be a phased assessment to reduce the by name list to a smaller number of highly prioritized individuals who are likely to be matched to a housing resource.

### Promoting Utilization of Oakland's CES

The City of Oakland promotes its CES in several ways.

- **Outreach:** Currently the City funds 8 FTE street outreach workers (through a combination of CES and other funding) who provide general harm reduction based outreach throughout the City five days/week. These outreach workers are certified CES assessors (can conduct assessments in the field), coordinate closely with Oakland's Housing Resource Centers to find highly prioritized people from the by name list, and communicate with all unsheltered individuals about what the CES is and how to access it. In addition to City funded outreach there are a variety of street based outreach and other street based services provided by agencies within Oakland. Many of these agencies also have certified assessors on staff and can connect people to CES while in the field.
- **Assessors embedded within agencies:** The City of Oakland has made a concerted effort to ensure that a wide variety of service providers have staff people who are trained CES assessors. Examples include providers who work with homeless seniors, homeless TAY, homeless families, and others. By having CES assessments offered by many different agencies we hope to have contact with all vulnerable populations within the City.

- Housing Resource Centers: Oakland has three Housing Resource Centers where homeless individuals and families can obtain CES assessments and other resources on a phone or walk in basis.
- Crisis Response beds/spaces: All program which provide crisis response beds/spaces such as emergency shelter, Community Cabins and Safe Parking interventions assess new clients as they enter the program to ensure that highly vulnerable people are matched to housing resources as they become available.

**b. Prioritization Criteria and how CES is used for prioritization. How is 24 CFR 578.8(a)(8) used for this purpose. How HHAP projects will align with Housing First.**

Within Oakland all housing navigation, tenancy sustaining services, transitional housing and rapid rehousing programs are matched to using the Coordinated Entry System. Permanent Supportive Housing is matched through CES on a countywide basis. Alameda County has established a set of prioritization factors which include:

<b>Household Characteristics</b>	<ul style="list-style-type: none"> <li>• Children age 5 or under</li> <li>• Seniors</li> </ul>	<ul style="list-style-type: none"> <li>• Larger households</li> <li>• Pregnant household member</li> </ul>
<b>Homeless History</b>	<ul style="list-style-type: none"> <li>• Unsheltered</li> <li>• In emergency shelter</li> </ul>	<ul style="list-style-type: none"> <li>• Episodes of homelessness</li> <li>• Length of time homeless</li> </ul>
<b>Housing Barriers</b>	<ul style="list-style-type: none"> <li>• Time since last held a lease</li> <li>• History of eviction</li> </ul>	<ul style="list-style-type: none"> <li>• History of incarceration/law enforcement involvement</li> <li>• Low income</li> </ul>
<b>Vulnerability</b>	<ul style="list-style-type: none"> <li>• Emergency service utilization</li> <li>• Functional impairment</li> <li>• Life-threatening illnesses or acute medical conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Unsafe or risky survival strategies</li> <li>• Households whose members have run away from home</li> </ul>

24 CFR 578.7(a)(8)

Alameda County’s Coordinated Entry System covers programs funded by CoC funds, ESG, funds and other funding sources. The Alameda County CoC, Everyone Home, has created an Alameda County Housing Crisis Response System Manual to guide policy and operations of the CES. The manual addresses all aspects of 24 CFR 578.7(a)(8) including the needs of individuals and families fleeing or attempting to flee domestic violence, dating violence, sexual assault or stalking. The Everyone Home Governance Charter establishes a participatory committee structure to ensure that the system operates in compliance with all regulatory requirements and is guided by the unified purpose of keeping and getting people housed.

Housing First

For many years, the City of Oakland has prioritized funding programs that adhere to a housing first model. All HHAP funded activities and programs will be aligned with Housing First principles. For example, HHAP funding will be used for emergency shelter, Community Cabins and Safe Parking programs which are all extremely low barrier for entry and accept clients without preconditions including those with active substance use, criminal backgrounds, lack of income, and those who are experiencing mental health symptoms. Through the program development, contracting, and monitoring processes, the City will ensure that all its HHAP funded programs employ a housing first model and that low-barrier standards are adhered to by all service providers.

**c. Coordination with CoC and County to identify their share of the regional need to address homelessness. How funds will help meet jurisdiction's share of the need.**

The unsheltered population in Oakland comprises approximately 50 percent of the jurisdiction's unsheltered population. HHAP funds will help Oakland increase its shelter capacity and will provide additional exit resources to increase the number of exits to permanent housing. HHAP provides an opportunity for the City of Oakland to leverage funding to strengthen its collaborative efforts with the County and CoC. City staff has met with staff from the County and CoC to conduct exploratory conversations centered on identifying a joint project using a portion of each jurisdiction's HHAP allocations. Such projects might utilize a portion of both jurisdiction's HHAP allocations, as well as leveraging other funds. For example, the youth set aside funding is one area where the three jurisdictions have discussed collaboratively planning and funding projects. The City and County have also discussed the possibility of jointly using the County's HHAP RFI (Request for Information) process to select providers for funding. All parties have committed to meeting regularly to develop a program model and implementation plan that is feasible and client focused.

**d. Efforts to create sustainable, long term housing solutions for people experiencing homelessness or at risk of homelessness**

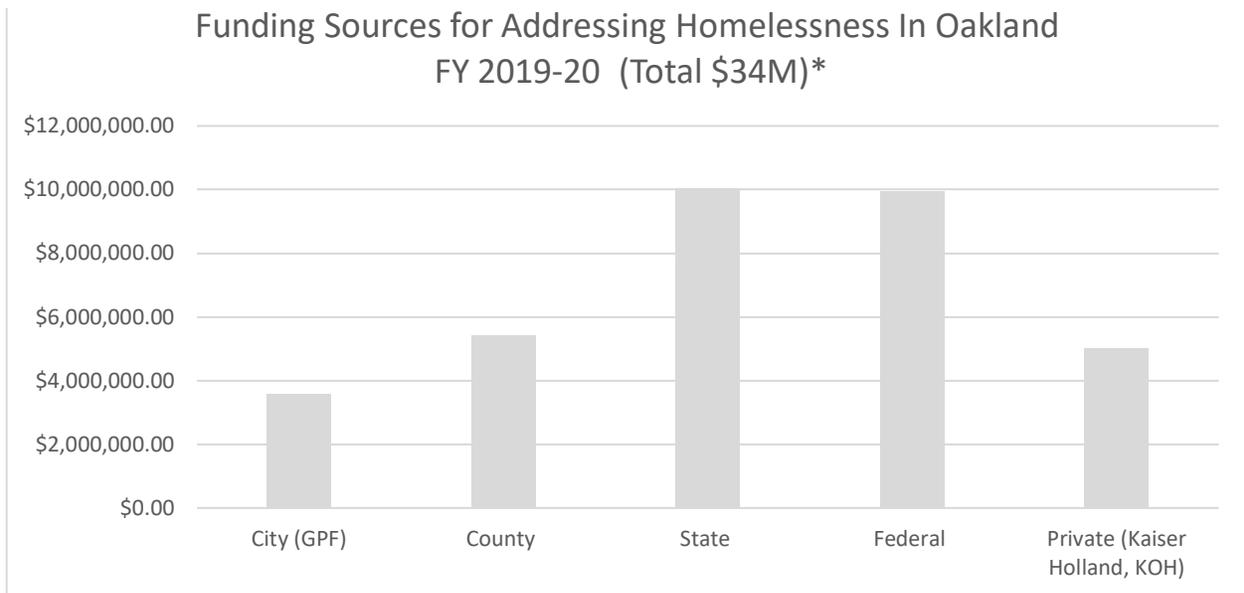
The City of Oakland's Housing and Community Development Department issues Notices of Funding Availability on a periodic basis (either once a year or once every two years) depending upon availability of funds. The capital funds provided through these NOFAs are used to advance the development of newly constructed housing units, the acquisition and rehabilitation of existing housing for conversion to restricted affordable housing, and the rehabilitation/preservation of existing affordable housing. In August 2019, the City released two NOFAs, one for New Construction (\$19,000,000 available) and one for Acquisition/Rehabilitation and Preservation (\$16,000,000 available). These funding opportunities prioritized housing serving households at 20% of AMI and for the new construction NOFA set a threshold requirement that 20% of the units must serve households at 30% of AMI or below. The NOFAs also prioritized projects providing permanent supportive housing, those that would use the coordinated entry system for lease-up, and those that will adhere to "Housing First" principles. In this way, the City is seeking to target a portion of its available capital funds for housing to units serving those with the lowest incomes who are at risk of homelessness as well as those who are currently experiencing homelessness. The City also partners with the Oakland Housing Authority and the Alameda County Health Care Services Agency to ensure that the requisite rental subsidies and support services funding are available to this housing, ensuring long term viability and success.

In addition, in December 2019, the City released two additional NOFAs, both for Acquisition and Conversion to Affordable Housing projects, with one of the NOFAs dedicated to projects sponsored by community land trusts and housing cooperatives. These NOFAs will provide \$30,000,000 in Measure KK funding, a voter approved measure that seeks to target anti-displacement housing solutions. These funding opportunities prioritize projects that ensure that vulnerable residents can remain in their homes at affordable housing costs, thereby preventing the likelihood of homeless outcomes should a private market rate property owner evict tenants for no cause or due to a sale of the property.

**3. Resources Addressing Homelessness: describe existing programs and resources, provide an exhaustive list of all funds your jurisdiction currently uses to provide housing and homeless services**

**A. Existing Programs and Resources**

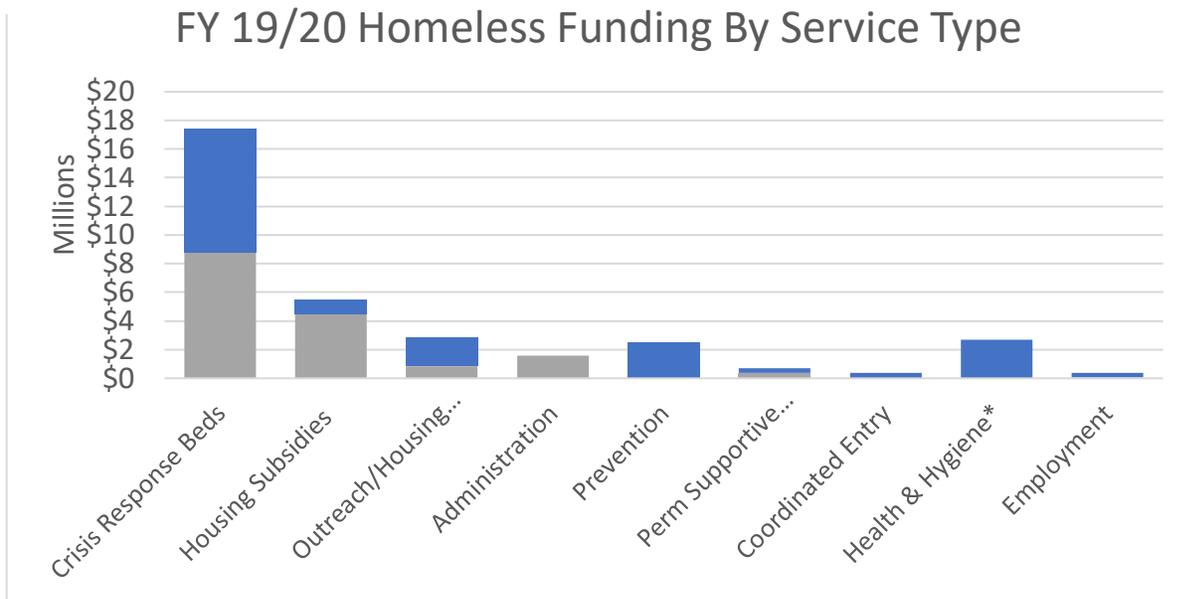
For the 2019-2020 fiscal year (FY) the Human Services Department has a budget of approximately \$30 million through a combination of federal, state, county, city and private funds. One time State HEAP (Homeless Emergency Assistance Program) funds account for one-third of the total operating budget. Federal HUD (Housing and Urban Development) funding, comprised of multiple grants, also accounts for one-third of the total operating budget. City, County, and private funding collectively account for the remaining third. Additional private funding, such as the Keep Oakland Housed (KOH) homeless prevention program, is also included in the funding sources chart below.



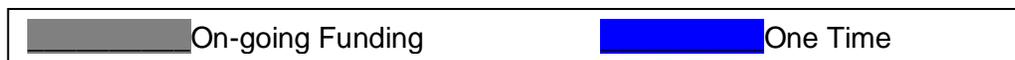
\*Includes City controlled resources and coordinated private dollars such as Keep Oakland Housed. Does not include the substantial investments in housing through local bonds and other sources

Approximately 54 percent of the total funds (\$18.1 million) are part of the City’s ongoing homelessness funding and approximately 46 percent (\$16.4 million) are one-time funds with an end date in the next 12 – 24 months.

The chart below illustrates the amount currently spent on each type of intervention and reflects the total operating budget for the Community Housing Services Division of the Human Services Department, along with significant investments of private funds that impact the Oakland system (e.g., Keep Oakland Housed, Kaiser Foundation). It illustrates the funding spent on each type of intervention and whether that funding is one-time versus ongoing.



\*includes Police and Public Works



1. List of all funds

<b>Program Name/ Description</b>	<b>Funding Type (State, Federal, City, County, etc.)</b>	<b>Specific Funding Source (list name/specifics)</b>	<b>Budgeted Amount</b>	<b>Service Category</b>
Homeless Employment Program	City General Fund	GPF	\$350,000	Workforce Development
Families In Transition-City Match	City General Fund	GPF	\$50,000	Transitional Housing
Matilda Cleveland-City Match	City General Fund	GPF	\$133,000	Transitional Housing
HFSN Match	County	SSA	\$338,168	Transitional Housing
Holland	County	Whole Person Care	\$750,000	Transitional Housing
Families In Transition	Federal	HUD CoC	\$267,167	Transitional Housing
Matilda Cleveland	Federal	HUD CoC	\$279,813	Transitional Housing
Oakland Homeless Youth Housing Collaborative	Federal	HUD CoC	\$713,095	Transitional Housing
Housing Fast Support Network (HFSN)	Federal	HUD CoC	\$1,864,465	Transitional Housing
Holland CoC grant	Federal	HUD CoC	\$584,000	Transitional Housing
FIT - OHA	Federal	HUD CoC	\$171,960	Transitional Housing
MC-OHA	Federal	HUD CoC	\$146,160	Transitional Housing
Holland	Private	Kaiser	\$1,000,000	Transitional Housing
Lifelong - Services in Permanent Housing	City General Fund	GPF	\$200,000	services in PH
CES - services in permanent housing (tier I)	County	Whole Person Care	\$337,500.00	services in PH
OPRI Services -Services in Permanent Housing	Federal	CDBG	\$212,603	services in PH
ICAC Safe Parking	City General Fund	GPF	\$300,000	Safe Parking
Safe Parking	State	HEAP	\$1,980,000	Safe Parking
N. County Youth RRH-City Match	City General Fund	GPF	\$8,766	RRH
CES-Boomerang RRH	County	County Boomerang	\$677,294	RRH
CES-Boomerang flex funds	County	County Boomerang	\$339,734	RRH
Building Futures RRH	Federal	ESG	\$72,000	RRH
St. Mary's RRH	Federal	ESG	\$50,000	RRH
First Place for Youth-OPRI Services	Federal	ESG	\$157,608	RRH
N. County Youth RRH	Federal	HUD CoC	\$1,340,466	RRH
N. County Family RRH	Federal	HUD CoC	\$861,551	RRH
Operation Dignity Outreach	City General Fund	GPF	\$205,544	outreach
Operation Dignity - CES	County	CES grant	\$196,919	outreach
Roots Outreach-CES	County	CES grant	\$153,731	outreach

Operation Dignity Outreach	Federal	ESG	\$122,096	outreach
Operation Dignity Outreach	Federal	HOPWA	\$25,000	outreach
City direct outreach staff	State	HEAP	\$156,390	outreach
Homeless/ Housing funding	City General Fund	GPF	\$1,500,000	housing subsidies
OPRI Housing Subsidies-adult	Federal	Oakland Housing Authority	\$1,733,053	housing subsidies
OPRI Housing Subsidies-youth	Federal	Oakland Housing Authority	\$286,947	housing subsidies
CES - Housing Navigation	County	Whole Person Care	\$1,908,000	Housing Navigation
Emeryville FFD Housing Nav	County	City of Emeryville	\$25,000	Housing Navigation
Berkeley FFD Housing Nav	County	City of Berkeley	\$28,125	Housing Navigation
Mobile Showers/Laundry/Hygiene	State	HEAP	\$507,589	health and hygiene
Winter Shelter	City General Fund	GPF	\$154,480	emergency shelter
St. Mary's Center new funds	City General Fund	GPF	\$100,000	emergency shelter
Winter Shelter	County	General Fund	\$140,000	emergency shelter
Winter Shelter	County	AC-OCAP	\$20,000	emergency shelter
Crossroads Shelter Operations	Federal	CDBG	\$158,445	emergency shelter
Crossroads Shelter general	Federal	ESG	\$126,504	emergency shelter
Winter Shelter	Other (please specify)	City of Emeryville	\$15,000	emergency shelter
SVdP shelter	State	HEAP	\$1,049,788	emergency shelter
Youth shelter	State	HEAP	\$433,500	emergency shelter
Core Housing Resource Centers and Related Functions	County	Whole Person Care	\$495,265	Coordinated Entry Activities-
Community Cabins	State	HEAP	\$5,750,000	Community Cabins
SSI Advocacy in shelter	Federal	ESG	\$45,000	benefits advocacy
Admin	City General Fund	GPF	\$729,130	Administration
Cahoots research	City General Fund	GPF	\$40,000	Administration
City Admin	Federal	CDBG	\$735,786	Administration
City Admin	State	HEAP	\$165,340	Administration
Brown Bag Food distribution	City General Fund	GPF	\$100,000	food distribution

**TOTAL**

**\$29,991,982**

*2. How resources are coordinated with overlapping jurisdictions*

In addition to direct County resources given to the City of Oakland, there are many more investments from the County that more broadly support homeless services in Oakland. These include investments in affordable housing development that are allocated countywide, as well as

Permanent Supportive Housing (PSH) programs such as Shelter plus Care. County behavioral health and substance abuse services also provide significant services to homeless individuals. All CoC funds administered by the City of Oakland are allocated through a local Countywide CoC NOFA process. In addition, all CES funds are allocated by the County in coordination with Countywide CES efforts. The City of Oakland has several collaborative projects with the City of Emeryville, its neighbor directly to the north. These include collaboration on a Community Cabins site serving an encampment on the border of the two cities. The Family Front Door (FFD), is the family Coordinated Entry system for all cities in the northern part of the county (serving Oakland, Emeryville, Albany, Berkeley, Piedmont). This collaboration is largely led and funded by the City of Oakland (with additional funds from the Cities of Emeryville and Berkeley) and operated by two partner non profit agencies. A new family shelter, also serving literally homeless families in northern Alameda County, will open this spring in a temporary location in the City of Emeryville before eventually moving to a permanent location within Oakland. The City of Oakland also has several partnerships with the Oakland Housing Authority (OHA) which serve people experiencing homelessness.

Starting in the spring of 2020, the City, County and OHA will all be meeting regularly through a pipeline committee to jointly discuss and collaborate on permanent affordable and preferment supportive housing development. As CA State SB 2 funds become available the City anticipates increased collaboration with these partners through the Pipeline Committee.

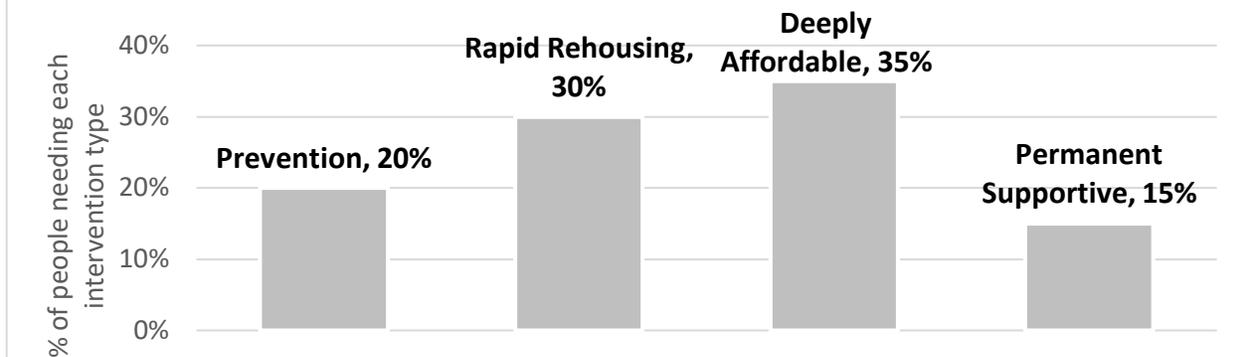
The RV trailers that were recently made available to the City of Oakland from the State is an example of collaboration in action between the City and County. In a very short timeframe, the two jurisdictions worked together to identify the best programmatic use of the RV's, worked jointly with providers to identify program models, and jointly agreed to fund the two programs.

### *3. Gaps in housing and homeless services for Oakland's jurisdiction*

Despite the funding and collaboration addressed above, significant gaps in homeless and housing funding remain in Oakland and in Alameda County. The City of Oakland recently completed its 5 year strategic framework to address homelessness in Oakland (PATH Framework) which uses system modeling to identify how much of each type of intervention is needed within Oakland to address the current homeless crisis. Overlying all gaps in the system are the extreme disparities African American households experiencing homelessness in Oakland. Over 70 percent of individuals who are homeless in Oakland are African American, while they represent only 24 percent of the City's population.

The five-year framework is based on Oakland specific data analysis and system modeling that begins with the number of people homeless in Oakland in 2019. From that number the modeling estimates the number of people who could have had their homelessness prevented. And, of the remaining people, the model estimates the type and amount of interventions needed to end their homelessness. Twenty percent of people could have their homelessness prevented, thirty percent of people need a Rapid Rehousing intervention to end their homelessness, thirty-five percent of people need deeply affordable housing to end their homelessness and fifteen percent need deeply affordable housing coupled with intensive services to end their homelessness (see chart below)

## How Much of What Intervention Is Needed



Based on the system modeling, the true system gaps and strategies to address them were outlined in the framework and are summarized below. While the City of Oakland alone cannot afford the level of investment outlined in the framework, strategically engaging public and private partners will be critical to resolving the suffering so many Oaklanders are experiencing on the street.

Goal and primary strategies
<p><b>Racial Equity Evaluation and Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Evaluation of effectiveness of local programs with focus on disaggregating data by race and identifying what works for African Americans.</li> <li>• Capacity building for City and community partners to address racial bias and support staff of color moving into leadership roles.</li> </ul>
<p><b>Fewer people become homeless</b></p> <ul style="list-style-type: none"> <li>• Implement prevention programs targeted to people most at risk of homelessness</li> <li>• Strengthen anti-displacement efforts</li> </ul>
<p><b>More people return to housing as quickly as possible</b></p> <ul style="list-style-type: none"> <li>• Provide housing problem-solving support, including flexible financial help</li> <li>• Expand Rapid re-housing programs</li> </ul>
<p><b>Maintain, Expand, and Improve crisis response beds</b></p> <ul style="list-style-type: none"> <li>• Add 800 beds within the next 2 years</li> <li>• Maintain - ensure ongoing funding for existing and new crisis response beds</li> <li>• Reduce barriers to entry</li> <li>• Provide funding to help people exit to housing</li> </ul>
<p><b>Expand supply of deeply affordable and supportive housing for Oakland's most vulnerable residents</b></p>

- Create at least 3,000 units of deeply affordable housing opportunities
- Create at least 2,000 units of permanent supportive housing
- Use a mix of strategies that include construction of new or rehabilitated housing units, project-based and tenant-based rent subsidies (including shallow subsidies), prioritizing homeless people for available affordable housing
- Landlord incentives and support for housing search & move-in costs for people using tenant-based subsidies

**Increasing and stabilizing income for people who have been homeless**

- Create low barrier work opportunities
- Support access to job training and education
- Embed employment specialists in programs that serve homeless people

**Address impacts of unsheltered homelessness**

- Augment health and hygiene services to encampments

**B. HHAP funding Plan**

*B1.Explain in detail how the jurisdiction will use the HHAP funds, how this will complement existing funds to close gaps in housing and homeless services*

The City’s proposed HHAP funding plan is aligned with short term policy priorities recently adopted by the Oakland City Council. This includes:

- Preserving existing capacity of homeless prevention, crisis response beds/spaces, and street based health and hygiene interventions
- Improving the efficiency of existing beds to be housing focused – adding exit resources (both subsidies and services)
- Improving program evaluation, data analysis, and agency capacity building with a focus on racial equity

Specifically, the HHAP budget proposes the following investments:

**Crisis Response Beds/Spaces**

Shelter:

- Single Adult Shelter - HHAP funding will allow the City to maintain another year of funding for the St. Vincent de Paul shelter, a 100 bed shelter for single homeless adults. Previously a winter shelter, this program expanded to year round services in the fall of 2019 using HEAP funds.
- Family Shelter- The City of Oakland is opening a new, 60 bed (20-25 family) family shelter in the spring of 2020 using City funds. This shelter will serve homeless families from throughout northern Alameda County. City funding for this shelter is identified through part of FY 20/21 and HHAP funding will allow the program to be continue operating in the later months of FY 20/21 and FY 21/22. HHAP funds will be used for shelter services and operations.

Community Cabins:

HHAP funding will allow the City to maintain services and operations at 5 Community Cabins sites which were opened using State HEAP funds. Community Cabins are a geographically based intervention designed to reduce the impact of a large encampment on both unsheltered and housed residents. Sites are selected based on proximity to large street encampments. Each site typically has 20 two-person cabins, with a goal of serving 80 residents a year (40 for 6 months each). Cabins are fully insulated with double-paned windows and locking doors. They have interior and exterior lights and offer enough electricity to charge mobile phones. Participants may bring their pets, possessions, and partners. The program is extremely low barrier and 100% voluntary. All sites are managed by service providers who are on the premises 24-7. Housing navigators help residents work toward self-sufficiency and housing exits, utilizing a budget of flexible rapid rehousing funds. Sites have controlled entry, portable toilets, overnight security guard, two hot meals a day, a common area with TV, coffee and microwave, dog run, pet food, and shower truck visits weekly.

#### Safe RV Parking:

HHAP funding will allow the City to maintain existing RV Safe Parking sites and expand to operate a total of 4 RV safe parking interventions in the City of Oakland. Safe RV parking sites are outdoor parking lots which accommodate anywhere from 17-60 RVs depending on the lot size. The safe RV Parking model is focused on increasing people's health, stability, dignity, and safety. The intervention addresses the significant safety and sanitation impacts to both RV dwellers and their sheltered neighbors. The program is 100% voluntary, and people can come and go 24/7. The sites are designed to be extremely low barrier, with minimal rules designed to maintain a healthy and safe community. The sites include: porta-potties, handwashing stations, garbage service, on-site shower service weekly, 24/7 site security, low voltage electricity to each RV, and drinking water.

#### Co-Governed Encampment

HHAP funds will be used to pilot an intervention model where unsheltered residents come to an agreement about how they will live together in a community setting of an encampment. This includes, but is not limited to, selecting site leadership, determining eligibility for participation, developing community expectations for behaviors and for staffing/running the site, holding each other accountable for the agreed upon expectations, and maintaining the health and safety of the community residents. A backbone agency (non profit/community based agency) will work alongside residents to support the residents in the design, leadership and operations of the site. The backbone agency will be the contracting entity with the City and holds ultimate accountability for ensuring the safety and security of the site.

#### Exit Resources For Existing Crisis Response Beds

HHAP funds will be used to increase the effectiveness of existing beds, improving outcomes to permanent housing and allowing the beds to turn over more quickly and serve more people over the course of a year. These resources, primarily flexible housing funds and supportive services support before and after exit, will be available to a variety of the City's crisis response beds/spaces including emergency shelter, community cabins, and safe parking interventions.

#### Employment

The City's Five Year Framework calls for the City to invest in three strategies for employment related to ending a person's homelessness. HHAP funds will be used to pilot interventions in some or all of these areas. These include:

- Low barrier work opportunities, for people re-entering the workforce
- Adding employment specialist positions in core homeless services/ prevention services programs (to allow people to obtain and maintain their housing)
- Flexible funding pool to support career track training and employment programs

### **Equity Focused Evaluation/Capacity Building**

In Oakland, the drivers of homelessness fall most squarely on the backs of the African American community who, due to long standing structurally racist practices such as red lining and employment discrimination, are most vulnerable to losing their homes. Over 70 percent of individuals who are homeless in Oakland are African American, while they represent only 24 percent of the City's population. The work of addressing homelessness in Oakland must be defined by what works for African Americans first and foremost in order to reduce the racial disparities in homelessness in Oakland. Eliminating racial disparities in the rates at which people experience homelessness, and the rates they exit to stable housing is a priority for the City and requires strong evaluation of program models, disaggregated data analysis, and provider support.

### **Health and Hygiene Interventions**

Since March 2017, the City of Oakland has provided street based health and hygiene interventions at encampments around the City. Interventions include a package of services to improve health and hygiene of residents. It usually includes portable toilets, wash stations, mobile showers, and regular garbage pickup. Drinking water may also be included. Using HEAP funds, the City expanded this intervention in the fall of 2018 and added more sites and a janitorial leadership component to the intervention. The Human Services Department supports site janitorial stipends to individuals involved in maintaining and cleaning the portable toilets at some of the sites. The City is proposing to use HHAP funds to maintain these efforts that were previously funded with HEAP dollars.

### **Direct Outreach Worker (City Staff)**

The City is proposing to use HHAP funding to maintain a new City position created with State HEAP funds. This new position works directly for the City's Human Services Department and provides street based, direct service work in support of the City's encampment management policies. Rather than focusing on work with *individuals* experiencing homelessness, the position works with *entire encampments* to increase the health and safety of individuals there.

### **Youth Set Aside**

The City, in partnership with the County, CoC, and other youth specific stakeholders will engage in a planning process to determine the best use of the youth set aside funds. The City has had initial meetings with both the County and the CoC to discuss collaborating on the planning and implementation of projects using all three jurisdictions youth set aside funding. Such projects might utilize a portion of all jurisdiction's HHAP allocations, as well as leveraging other funds. The

County's Youth Action Board (YAB) recommendations will provide a starting point for the planning work and the input of the YAB and/or other youth stakeholders will be an integral part of the planning and implementation of projects. Recently the City and County committed to working together to fund and stand up a 30 bed Transitional Age Youth (TAY) shelter program using some of the RV trailers made available to the City of Oakland from the State. While funding details are still being finalized, both jurisdictions have committed to using their HHAP youth set aside funds as needed, to close any funding gaps in this program model. In addition, the City anticipates using its youth funding for peer navigation services, additional shelter beds, and flexible funding for short term subsidies or housing problem solving/prevention.

*B2. How will you ensure that HHAP funded projects will align with Housing First*

For many years, the City of Oakland has prioritized funding programs that adhere to a housing first model. All HHAP funded activities and programs will be aligned with Housing First principles. For example, HHAP funding will be used for emergency shelter, Community Cabins and Safe Parking programs which are all extremely low barrier for entry and accept clients without preconditions including those with active substance use, criminal backgrounds, lack of income, and those who are experiencing mental health symptoms. Through the program development, contracting, and monitoring processes, the City will ensure that all its HHAP funded programs employ a housing first model and that low-barrier standards are adhered to by all service providers.

#### **4. Partners Addressing Homelessness-**

*Describe in detail the collaborative partners who will be working on HHAP identified projects*

The City of Oakland will partner with the following organizations to address the homelessness crisis on identified HHAP projects:

- **Saint Vincent de Paul (SVDP)** will manage and operate an emergency shelter that can accommodate up to 100 individuals per night and offers meals, showers, storage and laundry service during the day to the community at large.
- **Building Futures Women and Children (BFWC)** provide rapid re-housing and housing resource center support services to literally homeless families.
- **East Oakland Community Project (EOCP)** will manage and operate an emergency shelter that can accommodate up to 20-25 families per night and offers meals, showers, storage and laundry service during the day to the community at large.
- **Bay Area Community Services (BACS)**, in collaboration with **Keep Oakland Housed (KOH)**, manages the City's prevention efforts and provides legal representation, emergency financial assistance, and supportive services to residents at risk of losing their housing.
- **Housing Consortium of the East Bay (HCEB)** will manage and operate a Community Cabins site (navigation center) that can accommodate up to 40 individuals at a time, offering housing navigation services and linkages to critical services. HCEB will also manage and operate two Safe Parking sites for Recreational Vehicles that will provide 24-hour security, electricity, drinking water, portable toilets, wash stations, and referrals to critical services.

- **Operation Dignity** will manage and operate a 2 Community Cabin (navigation center) sites. One that can accommodate up to 76 individuals at a time and another that serves up to 40 individuals at a time. This agency also manages 17 safe spaces for people residing in Recreational Vehicles to park.
- **Roots Community Health Center** will manage and operate two navigation centers, each accommodating up to 40 individuals at a time, offering housing navigation services and linkages to critical services.
- **Building Opportunities for Self Sufficiency (BOSS)** will manage and operate a Safe Parking Program for Recreational Vehicles, accommodating up to 100 vehicles at one time. The site will provide 24-hour security, electricity, drinking water, and referrals to critical services.
- **Dignity on Wheels** will provide mobile shower and laundry service to curbside encampments and designated locations throughout the City in 4-hour sessions.
- The City will also partner with **United Services** to provide portable toilets and mobile wash stations at 22 curbside encampments.
- **Covenant House, CA** will management operate a 30 bed Transitional Age Youth Shelter using 6 of the trailer RV's that were given to the City of Oakland by the State.

Barriers that the City of Oakland currently experiences with regard to partnerships center on capacity issues of existing service providers. Many service providers are operating at maximum capacity and experience staffing issues given the volume of work. The City plans to provide Technical Assistance to new and existing service providers to 1) increase the number of service providers working with the City on the issue of homelessness and 2) assist existing providers to implement organizational changes focused on increasing organizational capacity and improving client outcomes.

Partners for youth efforts, co-governed encampments, and employment programs have not been identified yet. In an effort to identify collaborative partners, the City of Oakland's Human Services Department released a Request for Qualifications (RFQ) for Homelessness Services in 2019 and continues to accept submissions on a rolling basis. There are five service categories, which include:

- Operation of an Emergency Shelter, Navigation Center or Safe Parking Program including site management and/or housing navigation services
- Storage for Unsheltered Residents
- Workforce Development for individuals currently homeless or recently housed
- Hygiene Interventions to increase health and wellness of unsheltered individuals
- Training and technical assistance for City staff and service providers to deliver high-quality homeless services
- Street Outreach Services

## 5. Solutions to Address Homelessness

**Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction. *Please note: Per HSC § 50219(a)(6) all applicants' measurable goals must***

*include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.*

The City's proposed HHAP funding is part of a larger set of expanded resources that will impact people experiencing homelessness in Oakland in FY 20/21. Together, these funds will maintain, improve and expand the City's current homeless services. Based on the entirety of Oakland's homeless response system, the City expects to achieve the following goals in FY20/21:

- By June 2021, double our total permanent housing exits over FY 2019-2020 levels (from 880 housing exits in FY 19/20 to over 1700 housing exits in FY 20/21).
- By June 2021, increase family housing permanent housing exits by 50%, over FY 2019-2020 levels (from 126 family housing exits in FY 19/20 to approximately 185 family housing exits in FY 20/21).

Specifically using the HHAP funds, the City expects to provide crisis beds/ parking spaces to approximately 1922 individuals per year. From these programs, which offer various levels of housing exit support, the City expects to place 837 individuals (44%) into permanent housing.



## HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

### APPLICANT INFORMATION

CoC / Large City / County Name:

City of Oakland
City of Oakland

Receiving Redirected Funds? Y/N

No
\$ -

Administrative Entity Name:

Total Redirected Funding

### HHAP FUNDING EXPENDITURE PLAN\*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 1,600,000.00	-	-	-		\$ 1,600,000.00
Operating Subsidies and Reserves	-	-	-	-	-	-
Landlord Incentives	-	-	-	-	-	-
Outreach and Coordination (including employment)	\$ 2,136,390.00	\$ 282,541.82	-	-	-	\$ 2,418,931.82
Systems Support to Create Regional Partnerships	\$ 600,000.00	-	-	-	-	\$ 600,000.00
Delivery of Permanent Housing	-	-	-	-	-	-
Prevention and Shelter Diversion to Permanent Housing	\$ 1,000,000.00		-	-	-	\$ 1,000,000.00
New Navigation Centers and Emergency Shelters	\$ 11,199,788.00	\$ 1,500,000.00	-	-	-	\$ 12,699,788.00
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	-	-	-	-	-	-
Administrative (up to 7%)	\$ 700,000.00	\$ 678,828.37	-	-	-	\$ 1,378,828.37
	<b>TOTAL FUNDING ALLOCATION</b>					\$ 19,697,548.19
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ 1,600,000.00	-	-	-	-	\$ 1,600,000.00

\*Narrative should reflect details of HHAP funding plan

**COMMENTS:**

FINAL
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January 22, 2020

Governor Gavin Newsom  
California State Capitol  
1303 10th St, Suite 1173  
Sacramento, CA 95814

State of California  
Business, Consumer Services and Housing Agency  
c/o California Homeless Coordinating and Financing Council  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Governor Newsom and Members of the Council:

I am writing to express my agency's support of the City of Oakland's application for Housing, Homeless, Assistance, and Prevention (HHAP) funding to immediately address homelessness in Oakland.

According to the most recent Point-In-Time Homeless Count and Survey conducted by EveryOne Home in January 2019, the City of Oakland experienced a 47 percent increase in homelessness between 2017 and 2019, accounting for nearly half of the homeless population in Alameda County. Countywide, the crisis is showing no signs of slowing. In fact, EveryOne Home's Results Based Accountability Committee reported for the last quarter of 2019 that for every 3 people becoming homeless in Alameda County, only 1 person returns to housing.

As the Continuum of Care and collective impact backbone organization in Alameda County, EveryOne Home supports interjurisdictional collaboration and regional partnerships as a strategy necessary to end homelessness across the County. In 2018, EveryOne Home released a *Strategic Update to the Plan to End Homelessness in Alameda County* that identified the troubling rate of increase in homelessness and called on policymakers to, above all, prevent homelessness before it starts and expand affordable housing for extremely low-income households. The plan also called for critical interventions that ensure the safety and dignity of people living without housing, and urgently reduce homelessness in our most impacted and vulnerable communities. Communities are working diligently to respond to this crisis, but like many jurisdictions in the nation wrestling with this issue, resources remain scarce and individual jurisdictions are limited in their ability to implement and expand key interventions to scale. HHAP provides an opportunity for the Continuum of Care, County, and City of Oakland to leverage funding and strengthen the housing crisis response system across the county.

EveryOne Home, with technical assistance from Abt Associates, is currently facilitating a community process for housing crisis response system modeling. Co-Chaired by Mayor Libby Schaaf and Director of the Alameda County Healthcare Services Agency, Colleen Chawla, the process brings together the cities, county, and other stakeholders to design and implement an optimal system that will both address

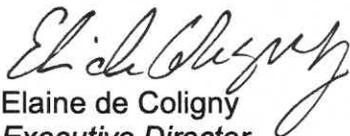
the crisis needs of people experiencing homelessness as well as their permanent housing needs. Stakeholders have agreed to use the model developed through the system planning process to guide strategic funding decisions for existing and new federal, state, and local resources.

EveryOne Home has met with Oakland Human Services staff to review the City's plan for spending its HHAP allocation. The \$19.6 million in City of Oakland HHAP funds will bolster the City's ability to provide immediate emergency assistance to people experiencing homelessness by maintaining interventions begun under the State Homeless Emergency Aid Program (HEAP) and by expanding the City's capacity to deliver direct services to homeless adults, families and youth. These services include but are not limited to the provision of emergency shelter, temporary interim housing, safe parking, rapid rehousing, and prevention efforts. Together with the CoC and County HHAP funds, the collective spending plan will address the regional needs identified in the 2018 Strategic Update and the system modeling.

EveryOne Home, Alameda County Healthcare Services Agency, and the City of Oakland have also conducted exploratory conversations centered on using HHAP funding for joint projects to address homelessness in Oakland and across the County. Such projects might utilize a portion of each CoC/County/City HHAP allocation, as well as leverage other funds. For example, the youth set aside funding is one area where the CoC/County/City have discussed collaboratively planning and funding projects. EveryOne Home, the City's Human Services Department, the Alameda County Health Care Services Agency, and the City of Oakland Human Services Department have committed to meeting quarterly to plan, implement, and evaluate each jurisdiction's HHAP projects and to ensure that spending is strategic and coordinated.

EveryOne Home is pleased to provide this letter of support for the City of Oakland's application for HHAP funding to provide immediate emergency assistance to people experiencing homelessness within its jurisdiction.

Respectfully submitted,



Elaine de Coligny  
*Executive Director*

EveryOne Home  
County of Alameda  
Administrative Entity for CoC HHAP funds



Colleen Chawla  
*Agency Director*  
Alameda County Healthcare Services Agency



January 22, 2020

Governor Gavin Newsom  
California State Capitol  
1303 10th St, Suite 1173  
Sacramento, CA 95814

State of California  
Business, Consumer Services and Housing Agency  
c/o California Homeless Coordinating and Financing Council  
915 Capitol Mall, Suite 350-A  
Sacramento, CA 95814

Dear Governor Gavin Newsom and Members of the Council:

As the Director of Alameda County Health Care Services Agency (HCSA), the administrative and oversight body for our health jurisdiction which includes the County Departments of Behavioral Health Care, Environmental Health, and Public Health, I am pleased to express our enthusiastic support of the City of Oakland's application for Housing Homeless, Assistance, and Prevention (HHAP) funding to immediately address homelessness in Oakland.

The increasing number of unsheltered people and people living in public encampments in Alameda County reflects the devastating impact of the housing crisis on the lives and health of our low-income residents. Widening income inequality coupled with historical patterns of racial and economic segregation and discrimination have contributed to an economic, political, and social emergency that impacts all Alameda County residents.

In response, HCSA has recently formed a new Office of Homeless Care and Coordination to work with cities and county agencies to promote safe, healthy, and affordable housing and shelter for all Alameda County residents. HCSA services, programs, housing subsidies and housing development funds focus on serving the County's most vulnerable populations. HCSA education and policy work focuses on areas that impact the health and well-being of all county residents with a particular emphasis on reducing housing-related health disparities. Environmental Health housing efforts focus on creating healthy indoor and outdoor living environments through education, complaint-driven inspections, and enforcement of regulations.

According to the most recent Point-In-Time Homeless Count and Survey conducted in January 2019, the City of Oakland experienced a 47 percent increase in its homeless between 2017 and 2019, accounting for nearly half of the homeless population in Alameda County, and the crisis is showing no sign of slowing down.

Policymakers and City of Oakland staff continue to work diligently to respond to homelessness, but resources remain scarce and the City is limited in its ability to implement and expand key interventions to scale. Interjurisdictional collaboration and regional partnerships are critical to improving the quality of life for individuals experiencing homelessness.

To that end, HHAP provides an opportunity for the County, the CoC, and the City of Oakland to leverage funding and strengthen collaborative efforts. HCSA has met with Oakland Human Services staff to review the City's plan for spending its HHAP allocation. HCSA and the City also conducted exploratory conversations centered on using HHAP funding for joint projects to address unsheltered homelessness in Oakland and the County. Such projects might utilize a portion of both jurisdictions' HHAP allocations, as well as leveraging other funds. For example, the youth set-aside funding is one area where the three entities have discussed collaboratively planning and funding projects. The City's Human Services Department, County Health Care Services Agency, and the Alameda County CoC, Everyone Home, have committed to meeting quarterly to plan, implement, and evaluate each jurisdiction's HHAP projects and to continue to ensure that spending is strategic and coordinated.

The \$19.6 million in City of Oakland HHAP funds will bolster the City's ability to provide immediate emergency assistance to people experiencing homelessness by maintaining interventions begun under the State Homeless Emergency Aid Program (HEAP) and by expanding the City's capacity to deliver direct services to homeless adults, families and youth. These services include but are not limited to the provision of emergency shelter, temporary interim housing, safe parking, rapid rehousing, and prevention efforts.

The City of Oakland and HCSA will continue to work collaboratively on these interventions to mitigate homelessness. HCSA is pleased to provide this letter of support for the City of Oakland's application for HHAP funding to provide immediate emergency assistance to people experiencing homelessness within its jurisdiction.

Sincerely,



Colleen Chawla, Agency Director  
Alameda County Health Care Services Agency