



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

Oakland, Berkeley/Alameda County CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **must** apply as part of a regional application with the CoC and any overlapping Large Cities.*
 - *In a multi-county CoC: Counties **are strongly encouraged to** apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

Oakland, Berkeley/Alameda County CoC Region

Oakland, Berkeley/Alameda County CoC

CA-502 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-502 Contracting

Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation

CA-502 Designated Administrative Entity

Alameda County

Contact Title

CoC Board Co-Chair

Name

Moe Wright

Email
mwright@bbiconstruction.com

Phone
(510) 286-8200

City of Oakland

Oakland Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Oakland Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Manager, Community Homelessness Services, City of Oakland

Name

C'Mone Falls

Email
cfalls@oaklandca.gov

Phone
(510) 238-6186

Alameda County

Alameda County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Alameda County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other eligible applicants in the region

Contact Title

Deputy Director, Alameda County Office of Homeless Care and Coordination

Name

Suzanne Warner

Email
swarner@acgov.org

Phone
(510) 406-9376

Number of Contracts
2

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - o Outreach and site coordination;
 - o Siting and use of available land;
 - o Development of interim and permanent housing options; and
 - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

*Each Eligible Applicant must identify and describe their role in the region for **each** table.*

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	Identifies and provides access to sites, including land, for services. Conducts outreach throughout the City and provides connections to resources, services, and housing. Conducts interventions at outdoor sites where unsheltered individuals live and connect individuals to shelter. Funds the creation of permanent housing for people experiencing homelessness utilizing State and local sources.
County of Alameda	Provides street health outreach services countywide, including connecting individuals to CE for available resources and services. Administers HMIS for tracking service provision and care coordination.
CA-502 CoC	Outreach, Access and Coordination Committee of the CoC ensures that people receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

When City or property owner (such as CalTrans) or others seek to close an area where people are living unsheltered, they will schedule and organize the multiple parties involved, and document the needs and resources available. The City of Oakland provides advanced outreach to these sites utilizing HHAP funded

outreach teams. Outreach teams assess the demographics and individual needs of the population. Outreach teams match all unsheltered residents in identified intervention sites to shelter for ongoing support and services. County provides advanced outreach, as available, through Street Health outreach staff, with a focus on utilizing information provided by city and other entities regarding available city shelter resources, including those resources suitable for individuals with higher vulnerabilities that are part of program eligibility/admission criteria. County provides ongoing health and social services including Coordinated Entry referrals to people who are unsheltered and may prioritize intensive services based on the vulnerability of the individuals residing there. The CoC committee referenced above takes policy actions and makes recommendations to the CoC Board regarding CE resources, prioritization, and other factors related to access. All parties are currently engaged in developing the CES encampment response strategy for ensuring eligible unsheltered individuals are connected to available resources with efficiency and equity.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	Jurisdiction over land use and development within the City of Oakland. Coordination with State and private property owners for use to support the homeless population. The City works with developers to increase the PSH inventory. The City also funds PSH capital costs with Measure U Affordable Housing Bond proceeds, impacts fees, and other local funding sources, as well as accessing Homekey funding. The City funds operating costs for some PSH via commitments of the City’s Permanent Local Housing Allocation revenue.
County of Alameda	Jurisdiction over land use and development for county-owned properties and the Unincorporated Areas of the County. The County also plays a coordinating role for tracking the supportive housing/dedicated homeless units in the pipeline, HIC tracking via HMIS, and service commitments (tenancy sustaining services) for PSH countywide. County HCD administers Measure A1 Housing Bond proceeds countywide. County is convening a joint land-use workgroup with cities to evaluate feasibility and take expedited action on available land that can be matched to homeless system projects and funding. County funds operating costs for some PSH via its new Local Operating Subsidy Pool, meant to bridge funding gaps for housing projects almost at the finish line.
CA-502 CoC	CoC Housing Capacity Committee supports expansion of the supply of homeless housing opportunities throughout the County through policy and advocacy efforts (e.g., providing feedback on programming for potential Housing Bond), review of pipeline and specific housing needs (e.g., population-specific needs for older adults, medically frail, etc.; geographic/regional inventory needs).

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

The City, County, and CoC have endorsed a single strategic plan calling for the creation of over 7,000 new units of supportive housing. Each party has committed to expedite efforts to build, rehabilitate, and facilitate operations and services for new and existing housing sites. The City of Oakland has passed multiple local revenue measures dedicated to increasing housing, particularly housing for extremely low-income households.

The County convenes a monthly pipeline meeting to coordinate City and County initiatives for new homeless housing, particularly PSH. The county maintains tracking for the projects in pre-development, under construction, leasing up, or active, along with principal parties and funders.

The County and several cities have declared a homelessness State of Emergency to allow their jurisdictions to expedite permitting and legislative options to encourage land use for interim and permanent housing and other homelessness response.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	<p>The City funds the development of Interim and Permanent Supportive Housing to provide shelter and housing for the homeless population. The City is working in collaboration with the County to expand shelter options and enhance services to best support unique needs of individuals in program care.</p> <p>The City develops legislation and policies to support the increase in development of PSH units in Oakland.</p>
County of Alameda	<p>The County tracks the inventory and pipelines for both interim and permanent housing units as part of the Home Together 2026 Community Plan. County continues to commit supportive service dollars to permanent supportive housing projects throughout the region by leveraging our role in the provision of tenancy sustaining services to ensure housing projects come to fruition and can dedicate units to our unhoused population. The County has implemented a Local Operating Subsidy Pool to help bridge funding gaps for feasible permanent housing projects that need operating support.</p>
CA-502 CoC	<p>CoC Housing Capacity Committee supports expansion of the supply of homeless housing opportunities throughout the County through policy and advocacy efforts (e.g., providing feedback on programming for potential Housing Bond), review of pipeline and specific housing needs (e.g., population-specific needs for older adults, medically frail, etc.; geographic/regional inventory needs).</p>

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

The City and County are working aggressively toward meeting the permanent supportive and dedicated affordable housing needs identified in the Home Together 2026 Community Plan and the City of Oakland's Housing and Community Development 2023-2027 Strategic Action Plan, deploying strategies outlined in the Plans to increase permanent housing opportunities for residents. The City of Oakland has created a

new funding program to create new PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program using local funding sources including boomerang, Measure U bond funds, and the City's PLHA resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. In addition, the City of Oakland currently has approximately 800 units of affordable housing under construction, 50% of which are designated for people experiencing homelessness. Within the next six months, another 530 affordable housing units will be under construction, including 320 PSH units. As a result, the city expects to bring a total of 775 total units including 475 units of Permanent Supportive Housing online during the 2024/2025 fiscal year.

The County has begun to deploy multiple funding sources to facilitate the development of units to serve homeless residents. Efforts include the creation of a new Local Subsidy Program, and planning and implementing Homeless Disability Advocacy Program, Behavioral Health Bridge Housing, Community Care Expansion Preservations, HHIP, new CoC vouchers and other funding sources to expedite new housing options. The County is in the process of convening a Joint Land Use workgroup with partnering cities to jointly assess available land and look for funding opportunities to feasible sites to serve our unhoused. The Joint Land Use workgroup is one of several efforts to expedite housing as part of the recently declared Local Homeless Emergency.

Within the Continuum of Care, leadership has created a new Housing Capacity Committee to contribute policy guidance and support to pipeline planning for both interim and permanent housing. This committee includes representatives from cities, the County, from Oakland, from housing developers, and from services providers and people with lived experience.

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	Supports local providers to connect to CE and participate in regional case conferencing; coordinates to provide shelter and housing options in the region. Funds outreach teams to connect people to housing resources utilizing City-funded programs and the County-run systems, including CE. Outreach teams utilize HMIS to identify eligible interventions. Through its 2023-2027 Action Plan, Oakland HCD aims to equitably promote housing access for and stem the displacement of Oaklanders most impacted by racial disparities.
County of Alameda	Coordinates and provides health and social services countywide; oversees CE and ensures and tracks equitable access to services and resources; partners with cities to support the provision of shelter and housing.
CA-502 CoC	Outreach, Access and Coordination Committee of the CoC ensures that people receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

County coordinates the provision of street/shelter health and social services countywide to maximize availability of and connection to appropriate services for people experiencing homelessness. Through CE, each region is provided a regional coordinator who convenes regional case conferencing on the needs and supports available for people in each region. The City continues to fund some services for its residents, as

does the County. The CoC committee referenced above sets policies related to CE and accessing services. The City, County, and CoC work collaboratively to develop processes to enhance outreach services and resource connections. The County trains City providers on CES to utilize this critical component more broadly.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the

key action.

- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
12,857

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
In partnership with Public Health, HCD, and Social Services, finalize and implement strategies from the Homelessness Prevention Framework for Alameda County	Local Funds TBD	Local	County	Cities, CoC	12/31/2026	Comparison of # served by prevention resources with # of people accessing homeless services year over year for directionality
Work with non-participating homeless programs to ensure full coverage of people accessing homeless services in HMIS	HUD CoC HMIS grant	Federal	County (HMIS Lead)	CoC	12/31/2026	Comparison of current number of units entered manually into HIC vs. in 2024/25/26

Continue to implement the City of Oakland's new funding program to create PSH and transitional housing, called the Rapid Response Homeless Housing (R2H2) program. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative.	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
Add resources to flexible funding pools for Housing Problem Solving, a practice of helping people newly homeless or on the verge of homelessness to identify rapid solutions to their situation with light financial support.	County HHAP	State	County	CoC	12/31/2026	Comparison of the number of Housing Problem Solving slots funding made available, as well as the number of households that successfully used Housing Problem Solving Funds to exit the homelessness response system to positive destinations in 2024/25/26.
Add access point outreach staff to connect	HUD Unsheltered Grant (Mobile	Federal	County	Cities, CoC	12/31/2026	Annual # of people enrolled in services and

people to services (including shelter) in the field	Access Points)					programs via new mobile access points
						Annual # of people experiencing unsheltered homelessness
Increase Outreach Support Throughout Oakland	Local GFP and HHAP	Local and State	City	County	12/31/2025	Identify Number of Individuals Contacted and Resource Connections. Enhancing coordination between City and County funded outreach teams.
Communication Enhancement and Increased Service Transparency	Local GFP and HHAP-5	Local and State	City	County and CoC	12/31/2024	Develop communications for increased community awareness of services and resources available beyond 211
Increase utilization of HMIS for Street Outreach activities	Local GFP and HHAP-5	Local and State	City	County and CoC	12/31/2026	Develop baseline data utilizing current HMIS information followed by comparison over the years to better track connections to shelter and services from outreach.
Cabin - Rapid Rehousing connections	Unsheltered CoC Nofo, HHAP, CoC	All	City	County and CoC	12/31/2026	# of exits to PH from community cabin sites
Collect and	HHAP, HHAP-5	State	City	Providers	12/31/2026	Personal

analyze qualitative and quantitative data to inform system improvement decisions

experience survey results

Rate of positive change/improvement

Outcome analysis by specific demographics

Continue support for HMIS administration and expansion, investing in the primary tool for identifying who's experiencing homelessness and matching/referral to permanent housing exits	HUD CoC grants, HHAP-5 (proposed)	Federal and State	County	CoC and Cities	6/30/2027	# of records in HMIS; # of permanent housing programs in HMIS
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HHAP diversion funds are a critical part of our CE/Housing Resource Center strategy for reconnecting PEH to permanent housing and other resources they're eligible for. Housing Problem Solving/diversion services first attempt to quickly rehouse people before enrolling them in Coordinated Entry for access to other housing resources that generally take	HHAP, HHAP-5 (proposed), HUD CoC, Local Funds	Federal, State and Local	County	Cities, CoC	12/31/2025	Annual # of people accessing services (via HMIS Housing Problem Solving enrollments and HMIS Coordinated Entry enrollments); Annual # of people exiting to permanent housing through CE Annual # of people exiting to permanent housing from Housing Problem
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longer to be made available. These funds ensure support for 14 access points at the front door of the system, in all regions of the county, and include access points for special populations including TAY and gender-based violence. Staff provide Housing Problem Solving (including light-touch financial assistance) to help people get housed, and if unable to quickly connect to housing, then they screen and assess people for access to other PH resources.

SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
Black or African American	6,957

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue implementing	Multiple (HUD CoC CE & HUD	Federal and State	County (CE Manageme	Oakland	12/31/2026	Continuous analysis of CE

place-based strategies through CE that ensure access to resources & housing for Black or African American residents	Unsheltered; HHAP, ERF)		nt Entity)	CoC		enrollments and exits to housing by race and ethnicity, reported through CoC committee structure
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Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, providing flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.	City of Oakland General Fund	Local	City of Oakland	Nonprofits	12/31/2026	Percentage of program clients who are successfully prevented from entering homelessness.
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Work with criminal justice institutions to create in-reach housing planning and homelessness prevention resources	CalAIM Justice-Involved Initiative; Realignment funds; Local funds not yet identified	State and Local	County	Multiple County agencies: Probation, Health Care, Social Services	12/31/2026	Implementation of CalAIM Justice-Involved initiative with data tracking and reporting of the number of individuals connected to housing resources, including medicaid enrollment and community supports.
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						Implementation of Care First, Jails Last data tracking initiatives.
Increase targeted prevention for people most likely to become homeless. Highlight risk factors including extremely low incomes, histories of homelessness, and living in neighborhoods with high rates of poverty and evictions	Local: TBD	Local	County	Cities CoC	12/31/2026	# of households assisted with prevention resources by race/ethnicity
Tailor outreach and prioritization to reach those at highest risk and coordinate these efforts in all areas of the county.	HUD Unsheltered NOFO grant; ERF	Federal and State	County	Cities	12/31/2026	# of households assisted through Oakland's HUD Unsheltered RRH pilot by race/ethnicity;
Develop dashboards broken out by demographics to inform fiscal and programmatic decision making	HHAP	State	City	County HMIS	12/31/2026	Assess # of people served, # of exits by exit type, # of positive service points, time in program broken out by race
Community research with people with lived experience	Local GPF and HUD	Local and Federal	City	CoC	12/31/2026	Assessment of qualitative data regarding homeless experience in the City/County
Continue to	City of Oakland	Local	City of	County	12/31/2025	Number of

implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang

Oakland

unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement

SPM 1b: Number of people experiencing unsheltered

homelessness on a single night (unsheltered PIT count)

SPM 1b

7,135

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue working toward targets in the Home Together Plan for shelter bed inventory: Add 1,625 additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate with access to support services (behavioral health and health care) to provide more supportive environments for residents.	Multiple, including prioritized use of HHAP for interim housing; Homekey	State	Cities	County	12/31/2026	Unsheltered population measured via PIT Count; # of interim housing beds brought online each FY, as measured through Home Together Plan progress updates, substantiated by the HIC.
Add access point outreach staff to connect people to services (including shelter) in the field	HUD Unsheltered Grant (Mobile Access Points)	Federal	County	Cities CoC	12/31/2026	Unsheltered population measured via PIT Count; Annual number of people connected to programs via access point outreach staff

Prevent discharge from mainstream systems to homelessness: Increase medical and mental health respite by 300 beds including resources for rehousing	HHIP/CCE (St. Regis) HHIP/Local funds (APC)	State & Local	BACS (CBO provider), APC, Lifelong (CBO providers)	County	12/31/2026	Annual # of medical and mental health respite beds and amount of resources for rehousing
Assess current bed inventory and enhance bed options based community choice	HHAP	State	City	County	12/31/2026	Bed utilization rate
Increase the availability of shelter throughout the county, including transitional housing for youth (including approx. 25 beds at Hayward Navigation Center/Tiny Homes program for TAY using HHAP Youth funds) and other non-congregate shelter models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness.	HUD YHDP, HHAP, HHAP-5 (proposed)	Federal and State	County/OHCC	Youth Action Board; City of Oakland; CoC	12/31/2028	# of people served in interim housing (via HMIS APR for ES, TH) # of additional beds added to HIC (reported on annually via HMIS) # of TAY served at Hayward Tiny Homes program; #/% unsheltered vs. sheltered via most recent PIT Count (for improvement in decrease in unsheltered & increase in sheltered)
Monitor shelter contracts for compliance with	General Funds (County and	Local & State	County/OH CC	Cities	12/31/2026	# of successful placements from street

SSA shelter standards that include strategies for lowering programmatic barriers to crisis services such as prevention, problem solving and shelter.

City), HHAP

outreach to indoor locations; including by race and ethnicity

Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this

City of Oakland
 Permanent Local Housing Allocation;
 Measure U Affordable Housing Bond;
 City Boomerang

Local

City of Oakland

County

12/31/2025

Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement

initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Continue working toward targets in the Home Together Plan for shelter bed inventory: Add 1,625 additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate with access to support services (behavioral health and health care) to provide more supportive environments for residents.

Multiple, including prioritized use of HHAP for interim housing; Homekey

State

Cities

County

12/31/2026

Unsheltered population measured via PIT Count; # of interim housing beds brought online each FY, as measured through Home Together Plan progress updates, substantiated by the HIC.

Continue supporting street health outreach teams who work in every region in the County, providing an array of services besides medical triage (incl. CE screening,

HRSA grant, MHSA, HHIP, HHAP, HHAP-5 (proposed)

Federal and County State

CBO providers, cities

6/30/2028

of successful placements from street outreach to indoor/sheltered locations

housing problem solving, housing navigation, etc.)

Sustain and expand interim housing projects in each region of the County through direct partnership with cities to support ES, navigation centers, safe parking sites, etc.	HHAP, HHAP-5 (proposed), Local shelter funds	State and Local	County	Cities	6/30/2027	Expansion in interim housing inventory (via HIC annual reporting in HMIS); # unsheltered vs. sheltered via PIT
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Maintain Access Points/Housing Resource Centers in every region in the County, including access points for special populations. Continue providing front-door services including Housing Problem Solving (HPS), screening, assessment, and enrollment in services.	HHAP (including proposed Round 5), HUD CoC grant, local funds	Federal, State, and Local	County	CoC	12/31/2025	Annual # of people accessing shelter (through Coordinated Entry); Annual # of people enrolled in CE; Annual # of people enrolled in HPS
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SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
Hispanic/Latino	1,907
Native Hawaiian/Other Pacific Islander	222

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Increase the availability of shelter throughout the county, including transitional housing for youth and non-congregate shelter models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness.	Various sources	Federal, State & Local	Cities, County	CBOs; Homeless Service Providers	12/31/2026	Annual # of new interim housing units added to system, both for adults only and families with minor children
Expand neighborhood-based access to the system's housing and shelter resources including for transition age youth, in places where people are most likely to lose housing or are currently experiencing homelessness.	HUD, YHDP	Federal	County/OHCC	Youth Action Board; City of Oakland; CoC	12/31/2024	# of people served # of TAY served
Monitor shelter contracts for compliance with SSA shelter standards that include strategies for lowering programmatic	General Funds (County and City), HHAP	Local & State	County/OHCC	Cities	12/31/2026	# of successful placements from street outreach to indoor locations; including by race and ethnicity

barriers to crisis services such as prevention, problem solving and shelter.

<p>Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences</p>	<p>City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang</p>	<p>Local</p>	<p>City of Oakland</p>	<p>County</p>	<p>12/31/2025</p>	<p>Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement</p>
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homelessness by providing permanent exits from homelessness.

Continue working toward targets in the Home Together Plan for shelter bed inventory: Add 1,625 additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate with access to support services (behavioral health and health care) to provide more supportive environments for residents.	Multiple, including prioritized use of HHAP for interim housing; Homekey	State	Cities	County	12/31/2026	Unsheltered population measured via PIT Count; # of interim housing beds brought online each FY, as measured through Home Together Plan progress updates, substantiated by the HIC.
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SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
6,540

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand shallow subsidy programs with the goal of	City and County local funds contingent on	Local	Cities	CoC, County	12/31/2026	# of households receiving shallow subsidy assistance; %

preventing households from becoming homeless, where income is the primary driver.	availability					returns to homelessness at 6/12/24 months (6 months is not usually a useful timeframe)
Launch Guaranteed Income Pilot programs	City local funds	Local	Cities	CoC, County of Alameda	12/31/2026	Annual SPM for first-time homelessness; potential data bumping of recipients with HMIS participants experiencing homelessness
in partnership with Public Health, HCD, and Social Services, finalize and implement strategies from the Homelessness Prevention Framework for Alameda County	Local Funds not yet identified	Local	County	Cities, CoC	12/31/2026	Comparison of # served by prevention resources with # of people accessing homeless services year over year for directionality
Expand the supply of supportive housing subsidies and units through prioritization and matching strategies, and new development funding.	HUD Unsheltered NOFO grant	Federal	County/OHCC	Service Providers/CBOs	12/31/2026	# of people exiting to permanent housing # permanent housing units and subsidies added to systemwide inventory
Case Management Staff and increasing support to unsheltered	GPF and HHAP-5	Local and State	City	County and service providers	6/30/2028	# of individuals outreached to # of matches to shelter

households

SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
People who are Black or African American AND Hispanic/Latino	174

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Cities allocating funding for eviction prevention to prevent homelessness, including for special populations such as victims of gender-based violence	General Funds CDBG, ARPA	Local & Federal	Cities	County	12/31/2026	# of people served in eviction prevention programs # of people experiencing homelessness for the first time # of returns to homelessness within 2 years
Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at	City of Oakland General Fund	Local	City of Oakland		12/31/2026	Percentage of program clients who are successfully prevented from entering homelessness.

Black men, the population with the most disproportionate risk of falling into homelessness.

Implement and expand shallow subsidy availability for people with fixed or limited income with housing insecurity to relieve rent burden and reduce the risk of becoming homeless.	Local tax funds ARPA	Local & Federal	Cities		12/31/2026	# of shallow subsidy slots available
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Improve data collection and data analyzation practices to better understand the trends of Black and Latino households accessing services in ratio to those identified as homeless	General Funds HHAP	Local & State	City & County	Cities and Nonprofit providers	3/31/2024	Qualitative data analyzation # of persons identified as homeless by race # of persons utilizing each service type by race
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SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
3,093

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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Launched peer navigation project for TAY that includes Housing Problem Solving to support exits	YHDP	Federal	County/ OHCC	Youth Action Board; City of Oakland; CoC	12/31/2024	# of TAY served by peer navigation project that exit to housing over 1 year
Expand Rapid Rehousing resources available to transition age youth through our YHDP joint TH/RRH program by expanding RRH slots with HHAP-5. The RRH component uses a Housing First and Harm Reduction model and includes leasing costs, rental assistance, supportive services (to assist in finding a unit and to provide case management/wrap around services to ensure eventual independence in the client taking over the lease and maintaining their housing).	YHDP, HHAP-5 (proposed)	Federal, State	County/ OHCC	Youth Action Board; City of Oakland; CoC	10/31/2026	# TAY exiting to permanent housing, served by RRH program (measured by HMIS APR: exits/% exits to a positive housing destination)
Continue to implement the City of Oakland's new funding program to create PSH	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond;	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness;

<p>(including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.</p>	<p>City Boomerang</p>	<p>retention of clients in PSH after placement</p>
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<p>Expand the supply of supportive housing subsidies and units through prioritization</p>	<p>HUD Unsheltered NOFO grant</p>	<p>Federal</p>	<p>County/ OHCC/City</p>	<p>Service Providers/ CBOs</p>	<p>12/31/2026</p>	<p># of people exiting to permanent housing # permanent housing units and subsidies</p>
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and matching strategies, and increased funding for both the capital and operating costs of new units.

added to systemwide inventory

<p>Increase housing exit pathways through the number of Rapid Rehousing and subsidy slots. Individuals utilizing emergency short-term navigation centers will be matched to RRH slots improving outcomes to permanent housing.</p>	<p>HUD Unsheltered NOFO, HHAP, and GPF</p>	<p>Federal, State, & Local</p>	<p>City</p>	<p>county, Service Providers</p>	<p>12/31/2026</p>	<p># of people successfully connected to RRH or a subsidy # of people maintaining permanent housing</p>
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<p>Continue supporting City of Albany's existing RRH program (Project Hope) so that there are new exits to permanent housing, as slots turnover. Existing RRH program has capacity to serve approx. 5-6 households at a time, using Housing First principles and a Harm Reduction model. The program houses people in scattered-site</p>	<p>HHAP, HHAP-5 (proposed)</p>	<p>State</p>	<p>County</p>	<p>City of Albany</p>	<p>6/30/2026</p>	<p># exiting to permanent housing, served by Project Hope RRH program (measured by HMIS APR: exits/% exits to a positive housing destination)</p>
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apartments, with funds applied to rental assistance and incentives to landlords in the private market (such as security deposits and holding fees), and case management services.

<p>Continue Rental Assistance & Landlord Engagement (RALE) program, providing rental assistance and landlord support in the private market for tenant-based rental subsidy holders; tied to directly managing housing subsidy programs and cultivating landlord/property management relationships to grow/sustain inventory of units willing to accept subsidies from homeless funding programs.</p>	<p>HHAP, HHAP-5 (proposed), HUD CoC, MHSA</p>	<p>Federal and State</p>	<p>County</p>	<p>Service Providers</p>	<p>6/30/2028</p>	<p># of people permanently housed through RALE program</p> <p># of people maintaining permanent housing through RALE subsidy programs, using HMIS project exits to determine # exiting RALE to non-permanent housing destinations</p> <p># of landlords in RALE portfolio/# of private market/scattered-site units housing RALE participants</p>
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<p>Continue Housing Assistance Fund, a centralized fund available to anyone in our</p>	<p>HHAP, HHAP-5 (proposed)</p>	<p>State</p>	<p>County</p>	<p>Service Providers</p>	<p>6/30/2028</p>	<p># of people exiting homelessness who are assisted by the Housing Assistance</p>
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system who needs to access additional resources to move into housing, including security deposits, utility start-up, and furniture

Fund to move into permanent housing;

<p>Continue housing services (housing navigation & tenancy sustaining services) to help obtain and maintain permanent housing for clients who we aren't able to bill MCPs through CalAIM, to enabling people in the CE housing queue to access available housing opportunities</p>	<p>HHAP, HHAP-5 (proposed); CalAIM/Medical</p>	<p>State</p>	<p>County</p>	<p>Service Providers, Managed Care Plans</p>	<p>6/30/2028</p>	<p># of people enrolled in Housing Navigation who move into permanent housing (as defined by HMIS Housing Navigation program exits to perm. housing) # of people who enroll in in Tenancy Sustaining Services upon exiting to permanent housing</p>
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<p>Expand our newly implemented Local Housing Support Program- a pool receiving funds from available sources and made available to qualifying housing developers/projects who are developing projects that</p>	<p>HHAP-5 (proposed); HDAP; HHIP</p>	<p>State</p>	<p>County</p>	<p>Housing Developers; cities</p>	<p>6/30/2027</p>	<p># of new homeless-dedicated housing units (set-aside homeless units) with funding from LHSP</p>
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have funding commitments but need operating subsidies to complete the funding & bring the project online. Funds from this pool will ensure units are homeless designated and will receive referrals through CE.

Continue support for the Vineyard project in the City of Livermore – which currently receives operating funds from prior rounds of HHAP for its PSH units, a multiservice center PH site in East County	HHAP, HHAP-5 (proposed); City of Livermore funding	State and Local	County	City of Livermore	6/30/2027	# of people permanently housed at Vineyard site
Continue support for staff/administration of permanent housing pipeline, ensuring housing opportunities are set to come online and service commitments are leveraged	HHAP, HHAP-5 (proposed)	State	County	City of Oakland, other cities, housing developers	6/30/2028	# of new permanent housing units coming online annually; # of perm units with County-funded service commitments made
Continue support for CE data analyses to ensure	HHAP, HHAP-5 (proposed)	State	County	CoC	6/30/2028	# enrolled annually in CE (via HMIS project)

effective access/screening/assessment/prioritization/referral to permanent housing							enrollment); # permanently housed through CE
Continue providing stipends for persons with lived experience to contribute to CoC policy setting and evaluation of our community's ability to bring on and place more people in PH while monitoring for race equity in housing placements	HHAP, HHAP-5 (proposed)	State	CoC	County, Homebase	6/30/2028	# of PLE supported/in CoC committee/board seats	
Continue supporting the Youth Action Board and its Coordinator to provide strategic direction to use of YHDP funds to increase housing exits for TAY	HHAP, HHAP-5 (proposed)	State	County	CoC, YAB	6/30/2028	# of housing opportunities for TAY	
Financial support for transitional age youth to obtain and sustain permanent housing	HHAP-5	State	City	CBOs	12/31/2026	Permanent housing retention rates among TAY	
Continue housing deposit funds through	HHAP, HHAP-5 (proposed); CalAIM/MediCal	State	County	Service Providers, Managed	12/31/2028	# of people enrolled in HCS Housing	

Housing Community Supports (HCS) for housing navigation clients who we aren't able to bill MCPs through CalAIM, allowing them to access 1x financial assistance to support moving in to perm. housing (including security deposits, furniture, moving expenses)	Care Plans	Deposits (in HMIS) who move into permanent housing (as defined by HMIS Housing Deposits program exits to perm. housing)
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SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
People who are Multiple Races	241
People who are Black or African American AND Non-Hispanic/Non-Latino	1,783
People who are Black or African American	1,860

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue to track and evaluate the impact of updates to the Coordinated Entry System to ensure impacts are effective	MHSA County General Funds	State & Local	Alameda County	CoC, Cities and Service Providers	12/31/2026	Annual evaluation of Coordinated Entry program enrollments by race and ethnicity

and support reductions in racial disparities

Add capacity within the homelessness response system to support new dedicated affordable units.	U.S. Department of Housing and Urban Development (HUD)	Federal	Alameda County	Cities	12/31/2024	# of new Dedicated Affordable Housing Units added annually
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Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
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fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Data and Service Training on programmatic disparities and built in/developed biases	TBD	TBD	CoC	Cities and County	12/31/2026	Surveys
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SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4
149

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continuing support for the TAY access point with staff and housing problem solving resources, to help consumers exit homelessness quickly/reconnect to permanent housing opportunities without having to enter the	YHDP; HHAP, HHAP5 (proposed)	Federal & State	County (OHCC)	Youth Action Board;	12/31/2026	# of TAY served by Housing Problem Solving and exiting to permanent housing; Length of time homeless for TAY provided Housing Problem Solving/served by Access point

homeless system/CE.

Increase availability of permanent housing by partnering with developers to commit on-site services for units dedicated to PEH.	HHAP; local funds	State, Local	County (OHCC)	Housing developers; CBOs providing supportive services	6/30/2028	Increase in PH inventory (set-aside homeless units) year over year
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Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
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committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Improved data review to better understand trends around length of stay

HHAP
Local Funds

State & City City

Nonprofit Providers

12/31/2026

Individual and average length of stay

Increasing exit pathways to permanent housing from interim programs Including adding RRH slots attached to interim program navigation centers and maintaining interim shelters providing services to support the end of households homeless status more quickly absent the support and shelters.

HHAP
FHC
ERF
Unsheltered
Nofo
Local Funds

State, Local & Federal City

Nonprofit providers

12/31/2026

Exits to permanent housing. Length of stay in RRH.

Length of stay in shelters

Measurement of length of stay outside of shelter vs. time in shelter up to placement in permanent housing.

Expand our newly implemented Local Housing Support Program- a pool receiving funds from available

HHAP-5 (proposed); HDAP; HHIP

State County

Housing Developers; cities

6/30/2027

of new homeless-dedicated housing units (with set aside homeless units) with funding from LHSP

sources and made available to qualifying housing developers/projects who are developing projects that have funding commitments but need operating subsidies to complete the funding & bring the project online. Funds from this pool will ensure units are homeless designated, will receive referrals through CE, and will decrease time spent homeless by adding more available inventory.

<p>Expand Rapid Rehousing resources available to transition age youth through our YHDP joint TH/RRH program by expanding RRH slots with HHAP-5. The RRH component uses a Housing First and Harm Reduction model and includes leasing costs, rental assistance, supportive services (to</p>	<p>YHDP, HHAP-5 (proposed)</p>	<p>Federal, State</p>	<p>County</p>	<p>Youth Action Board; City of Oakland; CoC</p>	<p>10/31/2026</p>	<p>Average length of time TAY experienced homelessness before exiting to permanent housing through RRH program (measured by HMIS SPM for project enrollees).</p>
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assist in finding a unit and to provide case management/wrap around services to ensure eventual independence in the client taking over the lease and maintaining their housing). Adding RRH slots can provide support while moving people quickly out of homelessness into private market apartments - reducing time spent homeless while they stabilize in housing.

<p>Continue supporting City of Albany's existing RRH program (Project Hope) so that there are new exits to permanent housing, as slots turnover. Existing RRH program has capacity to serve approx. 5-6 households at a time, using Housing First principles and a Harm Reduction model. The program houses people in scattered-site</p>	<p>HHAP, HHAP-5 (proposed)</p>	<p>State</p>	<p>County/ OHCC</p>	<p>City of Albany; Service Provider</p>	<p>6/30/2026</p>	<p>Average length of time program participants experienced homelessness before exiting to permanent housing through RRH program (measured by HMIS SPM for project enrollees).</p>
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apartments, with funds applied to rental assistance and incentives to landlords in the private market (such as security deposits and holding fees), and case management services. RRH slots can provide support while quickly moving people out of homelessness into private market apartments - reducing time spent homeless while they stabilize in housing.

Continue support for the Vineyard project in the City of Livermore – which currently receives operating funds from prior rounds of HHAP for its PSH units, a multiservice center PH site in East County	HHAP, HHAP-5 (proposed); City of Livermore funding	State, Local	County	City of Livermore	6/30/2027	# of people permanently housed at Vineyard site
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SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group	Measure
People who are multiple races	175

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add new slots of Rapid Rehousing	YHDP	Federal	Alameda County	Cities and Youth Service Providers	12/31/2024	Monitor for racial disparities in placements into Rapid Rehousing
Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement

thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Monitor shelter contracts for compliance with SSA shelter standards that include strategies for lowering programmatic barriers to crisis services such as prevention, problem solving and shelter.	General Funds (County and City), HHAP	Local & State	County/ OHCC/City	Cities	12/31/2026	# of successful placements from street outreach to indoor locations; including by race and ethnicity.
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SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
15.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand shallow subsidy programs with the goal of preventing households	City and County local funds contingent on availability	Local	Cities in Alameda County	CoC, County of Alameda	12/31/2026	# of households receiving shallow subsidy assistance; % returns to homelessness

from becoming homeless, where income is the primary driver. at 6/12/24 months (6 months is not usually a useful timeframe)

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.

City of Oakland General Fund Local City of Oakland TBD 12/31/2026 Percentage of program clients who are successfully prevented from entering homelessness.

Provide services funding for supportive housing and supportive housing for frail/older adults through expansions of Medi-Cal enrollment and CalAIM (Housing Community Supports)

Medicaid funds State/Federal County Managed Care Plans 12/31/2026 Housing retention rates for people enrolled in CalAIM Housing Community Supports

In partnership with Public Health, HCD,

Local funds not yet identified Local County Cities, CoC 12/31/2026 Comparison of # served by prevention

and Social Services, finalize and implement strategies from the Homelessness Prevention Framework for Alameda County

resources with # of people accessing homeless services year over year for directionality

Expand access to aftercare services	HHAP and Local	Local and State	City	County	12/31/2026	Recidivism rate
Prevention funds to support households sustain their permanent housing. This includes support for shelter diversion by way of reunification services.	HHAP and Local	Local and State	City	CBOs	12/31/2026	Recidivism rates
Continue tenancy sustaining services to support people moving into housing with stabilization services to help retain that housing	HHAP, HHAP-5 (proposed; CalAIM/Medical	State	County	Service Providers, Managed Care Plans	6/30/2028	Housing Retention Rate (HUD SPM)
Continue Rental Assistance & Landlord Engagement (RALE) services tied to directly managing housing subsidy programs and cultivating landlord/propert	HHAP, HHAP5 (proposed), HUD CoC, MHSA	State and Federal	County	Service Providers	6/30/2028	# of people maintaining permanent housing through RALE subsidy programs # of landlords in RALE portfolio

y management relationships to grow/sustain inventory of units willing to accept subsidies from homeless funding programs, and ensure client-landlord relationships are successful.

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
People who are Asian	21.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Allocate resources towards increased behavioral and support services that will help people who are in permanent housing to maintain their housing.	CalAIM, Behavioral Health Bridge Housing	State	County	Cities	12/31/2026	Retention rates for people enrolled in permanent housing programs; data broken down by race and ethnicity
Conduct research and analyze data to identify and better understand racial and	TBD	TBD	County	Cities	12/31/2026	Who is returning to homelessness; Housing exit reasons

ethnic
disparities to
inform service
decisions

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6

46

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add access point outreach staff to connect people to services (including shelter) in the field	HUD Unsheltered Grant (Mobile Access Points)	Federal	County	Cities, CoC	12/31/2026	Annual # of successful placements from street outreach projects Annual # of people enrolled in services and programs via new mobile access points Annual # of people experiencing unsheltered homelessness
Embedding Housing Navigation within Street Health Teams	CalAIM (Housing Community Supports), HHAP-5 (proposed)	State	County	CBOs	12/31/2026	# of people connected to Street Health enrolled in Housing Navigation # of Successful Placements in Housing # Housing Navigators hired
Expand Outreach	HUD Unsheltered	Federal,	County	Cities and Nonprofit	12/31/2028	# of outreach staff;

support, including street health outreach teams, and improve data collection and data sharing	NOFO, HHAP, HHAP-5 (proposed) Local	State, City		providers		# of housing placements, including interim; # of people enrolled in street health programs
Support outreach to unhoused households with an intentional focus on identifying households living in vehicles and supporting the transition to permanent housing	HHAP-5	State and Local	City	County and nonprofits	12/31/2026	# of people transitioning from vehicles to shelter including permanent housing # of people supported with vehicle needs # of people transitioning from outreach to shelter
Street outreach will develop a system coordination process to support direct referrals and intakes to available beds in the community	HHAP-5	State	City	County and nonprofits	6/30/2028	# of exits from street outreach to shelter (ES/TH/RRH/PH)

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group

Measure

n/a- null values provided as sample size not large enough to provide demographic breakdown

0

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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Ensure all census tracts with people who are unsheltered are covered by Street Health teams, with particular attention to neighborhoods with a high proportion of unhoused people who are African American or Black.	HHIP; Medi-Cal (CalAIM ECM); HHAP	State	County (OHCC-HCH)	FQHCs contracted to provide Street Health; Local Managed Care Plan	12/31/2026	#/% of people successfully placed from street health outreach who are African American or Black
Hire staff that identify with and understand the population being served	Local HHAP Unsheltered Homeless	Local, State, Federal	City, County	Nonprofits	12/31/2026	Demographics of staff in relation to demographics of the unsheltered homeless population

Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:
 - o Service delivery;
 - o Housing placements;
 - o Housing retention; and
 - o Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization

as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
The Oakland-Berkeley/ Alameda County CoC requires 30%+ racial diversity representation for all boards, committees, and workgroups.	CoC	County, Cities, CoC Committees
The Oakland-Berkeley/ Alameda County CoC's Racial Equity Workgroup has developed and is currently implementing a racial equity framework to guide the entire homelessness response system's work on racial inequity. The Racial Equity Framework proposes a set of nine guiding principles to support the CoC to develop and implement policies and practices that are grounded in racial equity and justice. The Framework and accompanying support tools are proposed for use during all phases of CoC committee work (planning, implementation, and evaluation) to help CoC members and committees to embed the CoC's racial equity principles and to evaluate whether the work furthered the CoC's racial equity priorities. The guiding principles that ground the framework are based on racial equity tools	CoC	County, Cities, CoC Committees

developed by HUD’s Racial Equity team and the City of Oakland Racial Equity Department. The guiding principles in the Racial Equity Framework are 1) Lead with Equity Design; 2) Work & Decisions Grounded in Data; 3) Conduct Root Cause Analyses; 4) Acknowledge & Address Governmental Harm; 5) Check Implicit & Structural Bias; 6) Dismantle White Supremacy Culture; 7) Decenter Whiteness; 8) Honor the Journey to Racial Equity, Justice and Healing; and 9) Accountability to BIPOC communities.

<p>The HUD DV Bonus grant for CE is supporting us to create access points for survivors of gender-based violence, who are overwhelmingly people of color, and with females and people who are transgender reporting higher rates of violence. These access point will help ensure that this vulnerable population can connect to available homeless services through CE while protecting anonymity.</p>	<p>CoC</p>	<p>CoC, DV Provider Agencies</p>
<p>Consider additional populations in need of homeless prevention and services that are included in measures such as under the McKinney-Vento Act, which tends to capture more women and children experiencing homelessness.</p>	<p>CoC, County, Cities</p>	<p>CBOs/ Service Provider Organizations</p>
<p>Partner with school districts, social services agencies, child welfare, community health organizations and others to connect people to prevention and economic supports.</p>	<p>County, Cities, CoC</p>	<p>School districts, social services agencies, child welfare, community health organizations</p>
<p>Work with criminal justice institutions to create housing planning and homelessness prevention resources, given the over-representation of BIPOC communities in the justice system. Care First, Jails Last is one such space where this planning work is happening. Associated CalAIM tables for the expansion of CalAIM to the justice population is another area where this service planning has launched.</p>	<p>County</p>	<p>CBOs, Managed Care Plan, Cities</p>
<p>Continue to implement the City of Oakland’s new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond</p>	<p>City of Oakland</p>	<p>County</p>

funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Expand access in key neighborhoods and continue improvements to Coordinated Entry

County

Nonprofits

Intentional hiring practices to reflect the community being served

Cities and County

Nonprofits

Enhance visibility of available services through outreach/marketing efforts at the front door of Coordinated Entry and through regional care coordination teams

Cities, county, Nonprofits

CoC

The County facilitates monthly trainings for provider cohorts (e.g., Supportive Housing Learning Collaborative (with Corporation for Supportive Housing as a partner; shelter and outreach providers convened by Health Care for the Homeless) that includes a focus on infusing equity practices throughout program service delivery.

County

CBOs/Homeless Service Provider Organizations

Provide Capacity Building to small emerging, black-led organizations

City and County

Nonprofits

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Quarterly review of Coordinated Entry enrollment data to look at race and ethnicity compared to people experiencing homelessness (data from HMIS and the PIT Count)	County	Homeless Service Provider Organizations, Cities
Quarterly and Annual review of housing outcomes by race	City	CBOs
Landlord liaison support and housing placement advocacy	CBOs	Cities and County
Third party evaluation to identify bias within Coordinated Entry assessment; findings to be used to make adjustments in alignment with	County	Third party evaluator, Homeless Service Provider Organizations

racial equity goals around access to resources.

Coordinated Entry policies are reviewed by CoC committees, including participants in the CoC's Racial Equity Working Group.	CoC	County, Cities, Homeless Service Provider Organizations
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Onboarding for Coordinated Entry specialists includes information about racial equity and how Coordinated Entry design in Alameda County is intended to facilitate equitable access to resources.	County	
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Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
Ensure that workforce services are accessible to and structured to support people whose housing is unstable.	County, Cities	CoC, CBOs
Target time-limited Rapid Rehousing resources to serve households with an ability to increase income.	County, Cities	CBOs
Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.	City of Oakland	

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
Use data from system performance measures to improve outcomes and track racial equity impacts through the System Impact Committee of the CoC.	CoC	County, Cities
Annual system evaluation through a race equity lens, disaggregating performance outcomes by race. This work is done as part of the annual progress updates for the Home	County	CoC, Cities

Together 2026 Community Plan.

The County's HCSA is examining policies & procedures to identify opportunities and make recommendations to meet the needs of groups most disproportionately impacted by homelessness, including: 1) direct services w/ clients; 2) hiring processes; 3) organizational culture; and 4) the importance of cultural competency in the provision of services to the homeless population.

County

CoC, Cities, CBOs

The County's Housing Solutions for Health Vendor Pool recently updated its RFQ process to encourage agencies deeply rooted in, and trusted by, traditionally underserved communities to apply.

County

CBOs

Evaluation of organizations understanding of equity and regular organizational practices and policies in place to address and support equity in their work

City of Oakland

Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

City of Oakland

County

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.

City of Oakland

Is place-based encampment resolution occurring within the region?

Yes

The CoC must describe and provide evidence of collaboration with the cities or

counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

Collaboration: Like many communities, Alameda County is responding to a huge growth in numbers of people living in encampments, vehicles and other unsheltered settings. Response to support the health and wellbeing of people experiencing unsheltered homelessness comes from multiple stakeholders and jurisdictions. The County's Health Care for the Homeless Program leads 15 Street Health Teams directly engaging with unsheltered residents and providing health care and housing support services. The cities lead efforts to develop additional shelter capacity, hygiene services and outreach support. There are also community-led efforts including CoC CBOs and volunteer advocacy efforts to support unsheltered people where they are and support their rights.

Resolution: Alameda County and its Mayors have established a Technical Working Group to further develop collaboration on encampment resolution and other key issues in homelessness response. The group has recently drafted a matrix with agreed "triggers" for resolution, such as extreme health and safety concerns, high numbers of vulnerable residents, dangerous environmental factors, and/or CalTrans pending action. Once the need for closure is established, all parties will confer to map the staging and delivery of services and resources. A plan is made that takes the availability of interim or permanent housing placements into consideration and allows time for connection to services and assessments.

Prioritization: While most permanent supportive housing is considered a countywide resource and prioritized based on vulnerability and length of homelessness, all other resources are regionally specific (Navigation Centers, shelters, safe parking) and thus each city relies heavily on their regionally allocated/city resources to provide to people residing in encampments, particularly during planned closures. For access to permanent housing from unsheltered status, several pathways exist. First, if an encampment resident is in the countywide housing queue, they may be referred quickly to housing.

Additionally, locally funded housing programs may have eligibility based on unsheltered status. In 2023, the CoC was selected for funding in the inaugural Unsheltered NOFO from HUD. As such, multiple new programs including rapid rehousing, mobile access points to serve people who are unsheltered, peer support, and permanent housing are launching in 2024 and specifically prioritize people living in unsheltered settings with high service needs.

Where in use, the coordinated entry system seeks to refer people to temporary and permanent housing solutions that meet the needs of overrepresented groups. For example, in system modeling with a racial equity focus, residents identified the need for dedicated affordable housing to be made available to those with temporary or less severe service needs in order to effectively reach significant numbers of people who are BIPOC and over-represented. Through customization, testing, and outcome analysis, the coordinated entry assessment tool has been designed to match to resources to equitably assist Alameda County residents most impacted by racial disparities in homelessness.

Optional Upload: Evidence of Collaboration and/or Prioritization

Alameda-County-Coordinated-Entry-Policies.pdf

OAC-10-11-2023.pdf

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - Jails
 - Prisons
 - Hospitals:
 - Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
Expand the number of rapid rehousing slots dedicated to individuals exiting jail settings; provision of rental subsidies to a target of over 375 households.	Office of Homeless Care & Coordination And Department of Violence Prevention	Alameda County Probation Department
Continue coordination and planning to implement in-reach Coordinated Entry System access and coordination, in advance of exit to a homeless	Office of Homeless Care & Coordination	Alameda County Sherriff's Office; Behavioral Health; Community-based

situation.

partners.

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. This pilot is targeted toward populations at the highest risk of homelessness, and recently incarcerated individuals are one of the key target populations for this initiative.

City of Oakland, Department of Housing & Community Development

CBOs

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
Reengage coordination with State Department of Corrections and Rehabilitation (CDCR) to identify individuals anticipating exiting to homelessness and returning to Alameda County. Connect those exiting state prisons to Coordinated Entry Access, in advance of reentry to the community.	Office of Homeless Care & Coordination	State Dept of Corrections and Rehabilitation (CDCR)

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. This pilot is targeted toward populations at the highest risk of homelessness, and recently incarcerated individuals are one of the key target populations for this initiative.

City of Oakland, Department of Housing & Community Development

CBOs

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
Increase the number of respite beds in the County leveraging CalAIM Community Supports, to support discharges from the hospital.	Health Care for the Homeless	Managed Care Plans; Respite Providers

Expand permanent units for the medically frail population, using a model of expanded nursing and caregiver services in addition to the traditional supportive housing services.

Office of Homeless Care & Coordination

County Housing & Community Development; Managed Care Plans; CBO Providers

County is partnering with our local Managed Care Plan (AAH) to promote bringing on Short-Term Post Hospitalization Housing through CalAIM Community Supports. This will help with hospital discharge for those who don't need additional recuperative care services but lack a housing plan. This will also bridge b/t respite beds and perm. Housing.

Local Managed Care Plan (MCP)

County's Office of Homeless Care & Coordination; CBO providers

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster Care	Connecting transition-age youth leaving foster care to youth-dedicated joint TH/ rapid rehousing component through YHDP	County (OHCC)	YAB, CoC
Fostercare	Connecting former foster youth to RRH and PH	City of Oakland	Oakland Housing Authority, CBOs
BH Facilities	Utilizing Community Care Expansion – Preservation funds to help stabilize the Board & Care system for people with behavioral health needs transitioning from sub-acute facilities.	County (OHCC)	ACBH

Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program
 - Building Homes and Jobs Act
 - The California Emergency Solutions Grants Program
 - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
 - HOME Investment Partnerships Act
 - Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** *The entity responsible for administering the given funding source.*
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** *Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.*
3. **Funding Amount:** *Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)*
4. **Timeframe of Use:** *The date range the local fund administrator anticipates expending the*

identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	Cities	Homekey Round 3 Awards will be used to develop additional PSH units City of Oakland (Imperial Inn) City of Oakland (CSH Enterprise) City of Oakland (Dignity Village) City of San Leandro (Lewelling) Cities of Hayward and Union City (Project Reclamation) City of Berkeley (University Inn)	\$83,304,730.00	\$83,304,730.00	Varies with each project
The No Place Like Home Program	State	County (OHCC) + Developers	NPLH funds are 100% allocated for Permanent Supportive Housing. NPLH funds will support PSH at a total of 23 sites, and a cumulative total of 559 PSH units.	\$205,551,669.00	\$205,551,669.00	NPLH Rounds 1-4 awards will have expenditures made during FY23-24 through FY27-28
The Multifamily Housing Program	State	Developers	Funds capital costs of creating new housing units for people experiencing homelessness. Includes 4 projects with varying	\$121,357,631.00	\$96,430,063.00	Through FY 25/26

			percentages of PSH: (total 131 PSH units)			
The Housing for a Healthy California Program	State	Developers	Funds capital costs of creating new housing units for people experiencing homelessness. (49% of the units are PSH)	\$14,514,579.00	\$7,112,144.00	FY 24/25
The Homeless Housing, Assistance, and Prevention Program	State	County and City of Oakland	County HHAP Round 2 funds remaining to be expended: admin, prevention, system support, strategic planning, operating subsidies (interim housing) County HHAP Round 3 funds to be expended: admin, outreach, rental assistance, system support, interim shelter, operating subsidies (PH) County HHAP Round 4 (50%) funds to be expended: rental assistance, prevention, street outreach, services coordination, system support, interim sheltering, operating subsidies (PH) City HHAP provides access to emergency shelter hubs where homeless households can receive support with their unique needs, assessed and placed in housing while being sheltered. HHAP also funds exit pathways to permanent housing and permanent housing operating subsidies.	\$64,176,062.00	\$25,366,261.00	Current - 2027
Building Homes and	Local	County	Capitalized Operating	\$19,667,56	\$19,667,56	Through FY

Jobs Act			Subsidy Reserves for housing serving people experiencing homelessness	2.00	2.00	27/28
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The California Emergency Solutions Grants Program	Federal	County and City of Oakland	State ESG is funded by HUD, funds are administered by the State and provides funds for rapid re-housing for at least 20 households and emergency shelter services for at least 150 households who are referred to the project from the CES. ESG funds from HUD to the City of Oakland are used toward the Implementation of emergency shelter and supportive services	\$2,403,984.00	\$698,738.00	Current through FY 27/28
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The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	State	Developers	Funds capital costs of creating new housing units for people experiencing homelessness (25% of the units are PSH)	\$5,390,504.00	\$1,347,626.00	FY 24/25
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HOME Investment Partnerships Act	Federal	County and City of Oakland	FY23-24 HOME funds only (other years funding amounts are not known including FY24/25). Activities funded: Construction of permanent affordable rental housing, rehabilitation of rental housing, tenant-based rental assistance. PSH Development RRH Rental Assistance	\$3,327,384.00	\$3,327,384.00	through June 2027
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Parolee or probation programs that are intended to prevent	State	County Probation	AB 109 funding is used to give individuals on probation the time and	\$29,686,319.00	\$4,500,000.00	Current through FY 27/28
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homelessness upon release

support they need to hopefully be able to secure permanent housing by the time their probation termination ends. Funded housing programs provide transitional housing options to those enrolled in the program while they work to be in a position to transition from our housing program into permanent housing of their own. Eligibility for this funding terminates when the individual's probation term ends. The following types of housing programs are funded: shelter beds, transitional housing and rapid re-housing.

Housing Opportunities for Persons With AIDS	Federal	City of Oakland	Providing shelter, prevention services, and services to homeless households with AIDS and HIV	\$10,416,167.80	\$5,447,416.00	Current - 2027
Community Development Block Grant	Federal	City of Oakland	CDBG funds provide shelter support to the unhoused and supports enhancements to existing programs	\$1,199,968.76	\$0.00	through 2024
Encampment Resolution Fund	State	City of Oakland	Provides interim shelter for Oakland residents living on the street to access services, become document ready and matched to housing	\$2,934,327.24	\$0.00	current - 2025
Family Homelessness Challenge	State	City of Oakland	Supporting homeless families with shelter, employment and mental health support, and permanent housing placement. Enhancing the family homelessness response system	\$395,715.45	\$0.00	current - June 2026
California	State	County	California Emergency	\$321,167.0	\$321,167.0	Round 1

Emergency Solutions & Housing (CESH)			Solutions and Housing (CESH) Round 1 is funded by the State, funds are used for provide rental assistance, housing relocation, stabilization services, operating subsidies, flexible housing resources, operating support for emergency housing intervention, and systems support, developing.	0		0 funding was received in 2018; term of use is 7/29/19-7/28/24. Balance is \$61,167.
			CESH Round 2 is funded by the State, funds are used for provide operating support for emergency housing intervention and systems support.			Round 2 funding was \$911,842; term 3/11/20 - 3/10/25; balance is \$260,472

Mental Health Block Grant	Federal	County	St. Mary's Senior Housing Navigation	\$495,503.00	\$0.00	Through FY 25/26
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ARPA	Federal	County	Homekey shelter operations, I/Q shelter operations, PRK Safer Ground operations at Radisson, and Rehousing short term housing subsidies, contracts for transport, security and personal caregiving. Support the transition of	\$30,577,983.00	\$15,400,834.00	Current through 12/31/2026
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			the county's two Homekey sites from interim housing (shelter) to PSH			
Health Resources & Services Administration	Federal	County	Trust Clinic clinical, programmatic and administrative support	\$31,670.04	\$0.00	Current through FY 27/28
			resources, supplies and short-term projects for clients impacted by COVID and initial startup funding for EPIC			
Alameda County Measure A	Local	County	Acquisition of St. Regis Community Care Campus for adult and senior care. Part of the purchase of this site helps to bring permanent housing online. Alameda Point Collaborative Respite Center and Health Clinic. The site will co-locate senior housing, medical respite, a primary care clinic, and a resource center including: - 100-units of older adult affordable housing; and - 50 interim affordable beds for homeless individuals with acute health conditions.	\$17,827,662.00	\$10,190,514.00	Through FY 24/25
Mental Health Services Act (MHSA)	State	County	MHSA housing subsidies and landlord engagement services (Rental Assistance and Landlord Engagement – RALE) Housing Support Program (HSP) licensed board and care subsidies Emergency Shelter Contracts Outreach and Housing	\$20,897,503.00	\$9,858,416.00	through FY 24/25

Navigation Programs for
homeless individuals
with a serious mental
illness

Permanent Supportive
Housing services
contracts to serve
formerly homeless
individuals with a

serious mental illness

MHSA Short-term
housing assistance fund

CDSS- HDAP	State	County	Funding is used for Emergency Shelter, Transitional Housing, and operating subsidies for Permanant Supportive Housing units.	\$17,421,51 8.00	\$8,480,649. 00	Through FY 27/28
CCE	State	County and City of Oaklan d	CCE funding is available for capital expansion projects, including the acquisition, construction, and rehabilitation of residential care settings, including permanent supportive housing.	\$85,131,84 4.00	\$50,222,88 3.00	Through FY 27/28
			1888 MLK project			
CCE-P	State	County	One-time funding allocation that seeks to preserve the capacity of eligible residential adult and senior care settings as well as increase the acceptance of new qualified residents by providing operating subsidy payments and funding capital projects.	\$7,541,985. 00	\$7,541,985. 00	Through FY 27/28

DHCS HHIP	State	County and Managed Care Plans	Local Housing Services Pool to fund operating subsidies for housing developers with homeless set-aside units for 7 years + Medically Frail Housing Start Up Housing Community Supports Provider Incentives/Capacity-Building Street Health Teams Point in Time Count Contracts	\$17,260,00 0.00	\$10,925,00 0.00	Varies: Operating subsidies through FY 31/32 Street Health through FY 26/27 Medically Frail Housing and Point-in-Time Count through FY 24/25
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CalAIM	State	Managed Care Plans	Housing Community Supports	\$13,917,96 0.00	\$9,742,572. 00	FY 23/24
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CalWORKS HSP	State	County	The California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program (HSP) is funded by the State of California Department of Social Services (CDSS). HSP program provides Rapid-Rehousing rental assistance subsidies for 12-24 months to CalWORKs recipients who are homeless and are willing to participate in supportive services. The short-term rental assistance subsidies may be for security deposits payments, one-time payments to resolve past-due utility balances, short-term motel vouchers, or for moving costs associated with relocating within the County.	\$19,370,15 9.00	\$18,193,49 5.40	FY 23/24
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Department of Health Care Services	State	County	39 Supportive Housing Units at a 79-unit affordable housing unit site (7th and Campbell). Funds are for rental and operating subsidies.	\$9,000,000.00	\$9,000,000.00	4/1/24 - 3/31/39
Oakland Housing Authority	Federal	City of Oakland	Provides funding to rapidly permanently house homeless populations from street homelessness and shelters.	\$4,209,692.00	\$4,209,692.00	FY 23/24
Alameda County General Fund-Homeless Allocation	Local	County	Local General Fund accounts for revenues that are not designated for a specific purpose but have been allocated to housing and homelessness initiatives. Activities include: Outreach, Navigation, Interim Housing, Permanent Housing and Case Management	\$35,622,466.00	\$6,619,802.00	Through FY 24/25
City of Oakland General Fund-Homeless Services	Local	City of Oakland	The general fund supplements homeless and housing programming	\$4,272,840.13	\$0.00	Through FY 24/25
City of Berkeley Measure P	Local	City of Berkeley	Activities include: Outreach, Navigation, Interim Housing, Permanent Housing and Case Management	\$18,435,006.00	\$3,633,244.00	ongoing
Oakland Measure W	Local	City of Oakland	Activities include: Outreach	\$23,051.00	\$0.00	FY 23/24
Alameda County Measure A Funds	Local	County	Activities Include: Interim Housing	\$14,357,662.00	\$0.00	FY 23/24
Oakland Measure Q	Local	City of Oakland	Measure Q supports the homeless population and the integrity of public spaces in Oakland such as Park and recreation spaces.	\$6,948,603.20	\$834,403.89	ongoing

Housing set-asides from Livermore & Pleasanton	Local	Livermore and Pleasanton	Activities include: Permanent Housing	\$236,000.00	\$236,000.00	FY 23/24
Grants received from foundations, countywide	Local	County	Activities include outreach	\$62,762.00	\$0.00	FY 23/24
HUD CoC Program	Federal	County, Cities, Service Providers	Administrative Activities System Infrastructure TH – Operations and Services PH – Rental Assistance PH – Services PH – Operations	\$221,632,490.00	\$193,693,480.00	Through FY 27/28
Oakland Low Moderate Income Housing Asset Funds	Local	City of Oakland	Capital costs for housing serving people experiencing homelessness	\$2,167,622.00	\$2,167,622.00	through FY 24/25
Oakland Boomerang Funds	Local	City of Oakland	Capital costs for housing serving people experiencing homelessness	\$8,233,118.00	\$8,233,118.00	through FY 24/25
Oakland Measure U	Local	City of Oakland	Capital costs for housing serving people experiencing homelessness	\$40,000,000.00	\$40,000,000.00	Through FY 26/27
				Total \$ Available to prevent and end homelessness:	Total Prioritized for Permanent Housing Solutions:	
				\$1,160,322,869.62	\$862,258,470.29	

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all

eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:

- CalWORKs
- CalFresh
- Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
- In-home supportive services;
- Adult protective services;
- Child welfare;
- Child care; and
- Medi-Cal benefits through Managed Care Plans

Guidance:

All of the above benefit programs *must* be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs. This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action *supports client access and/or enrollment in the eligible benefit program.***
- **Lead Entity should include the name of the regional Eligible Applicant responsible for managing the benefit program.**
- **Collaborating Entity may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.**

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	Continue contracting with homeless provider agencies that are also participating as CE access point providers to	County	Community Based Organizations (CBOs)

	ensure coordination between both programs.		
CalFresh	County HCSA helps coordinate trainings (available at minimum, annually), for service providers to connect their program participants to.	County	Community Based Organizations
Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	County's SSA works in partnership w/ Behavioral Health to provide outreach, case management, disability advocacy, and housing navigation to General Assistance (GA) clients who are homeless and eligible for SSI. Through HDAP, homeless GA clients w/ highest needs are provided timely services. County HCSA helps coordinate trainings (available at minimum, annually), for service providers to connect their program participants to. To promote SOAR certification, Social Services' provider has trained more than 500 individuals representing 121 organizations over the course of 20 different trainings.	County	Community Based Organizations
In-home supportive services	County OHCC has identified a need for additional caregiver services for a subset of the homeless population moving into permanent supportive housing and is working with Social Services to coordinate enrollment in In-Home Supportive Services (IHSS) for this population.	County (Social Services)	Community Based Organizations

Adult protective services	County OHCC has had ad hoc communications with County Social Services Agency (SSA) staff which support APS and the Home Safe program to support unsheltered clients with connection to resources and accessing the Coordinated Entry System (CES).	County Social Services	County OHCC, CBOs
Child welfare	Participation in CoC, including CoC Board Seat for lead public child welfare agency.	County (Social Services)	CoC
Child care	The County's access point/housing resource centers help connect families experiencing homelessness with childcare (as do some of our family-specific shelters) through referrals to agencies like BANANAS & 4Cs of Alameda County. Childcare subsidy programs are offered through the County's Social Services Agency through the CalWORKS Stage One program. SSA staff are represented on the CoC Board and in our Outreach, Access, & Coordination Committee to help foster awareness of these resources; the County's OHCC also partners with SSA to run the HSP side of CalWORKS.	County (OHCC, Social Services Agency)	CoC, CBOs
Medi-Cal benefits through Managed Care Plans	County Street Health providers work to connect the unsheltered population to MCP enrollment, as Street Health becomes a	County - Office of Homeless Care and Coordination (OHCC)	CBOs, MCP

CalAIM ECM program. Similarly, CalAIM HCS providers enroll eligible clients in services and then check to see if they are enrolled with an MCP. If not, they enroll them on the backend.

Health Care for the Homeless has weekly collaboration meetings w/ outreach and shelter providers and ensures that they can make effective referrals to our local MCP serving Alameda County.

All Benefits Programs	Housing Navigators at CE Housing Resource Centers assist people experiencing homelessness with mainstream benefits assessment and enrollment at the front door to the homeless system.	County	CBOs, CoC
All Benefits Programs	Through CalAIM Housing Community Supports, and using HHIP funding, Alameda County is piloting expanded legal aid services to help people experiencing homelessness &/or formerly homeless households to secure and/or sustain benefits.	County	MCP, Legal Agency
All Public Benefits	The City contracts with nonprofit agencies to provide supportive services to homeless individuals including conducting needs assessments and connecting residents to public benefits. These services include SSI advocacy.	City	CBOs

Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

Memorandum of Understanding (MOU)

MOU HCSA and City of Oakland_HHAP regional collaboration_1.26.24 Final_HHAP5 rev.ph - 3-15-24(100925.pdf

Supporting Documentation (Optional)

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

2/7/2024

2/15/2024

3/7/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

Stakeholder engagement

Stakeholders

Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process

People with lived experience of homelessness	Invitations to public presentations were shared widely, including with the CoC committees, which all have more than 1/3 membership who are people with lived experience of homelessness.
Youth with lived experience of homelessness	The Youth Action Board (YAB) is supported through the County's Office of Homeless Care and Coordination. A YAB-specific email invite was sent out. In addition, there are YAB members participating in other non-youth focused CoC committees where these feedback sessions were held.
Persons of populations overrepresented in homelessness	Our most over-represented population experiencing homelessness is people who are Black or African American. To address this inequity by ensuring representation in CoC governance, our governance charter includes using the PIT to determine benchmarks for ensuring diversity on our board and committees by recruiting people of color to ensure representation is at or above that which we see in our homeless population. As such, we targeted CoC committee meetings (which all follow this benchmarking) to discuss the Regional Action Plan.
Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders	Our governance charter and committee seating were recently updated to ensure leaders from these partnering systems participate in our CoC structure, including seats on our CoC Board. As such, these partners were invited through their relevant committee meetings, with meeting agendas sent out in advance.
Homeless service and housing providers operating within the region	Invitation to public meetings was shared with a network of hundreds of street outreach providers and other homeless services and housing providers.
Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region	There are 2 MCPs in Alameda County as of January 2024 (the local plan, Alameda Alliance for Health and Kaiser). The local plan already has staff who attend the CoC Board, one of the forums used for stakeholder feedback, but specific emails were sent in January to MCP staff in addition, to ensure they would be attending that day.
Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness	Invitation to public meetings was shared with a network of hundreds of street outreach providers and other homeless services and housing providers.

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

Administrative costs may not exceed 7% of all monies received.

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and

costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in Oakland, Berkeley/Alameda County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

City of Oakland

Funding Plan - City of Oakland

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$3,750,000.00		This funding will continue to support exit pathways for homeless individuals utilizing emergency navigation centers to acquire permanent housing.	RRH improves existing emergency interim shelters funded through HHAP by providing permanent housing solutions. SPM 3 Exits to Permanent Housing.
Prevention and Shelter Diversion	\$750,000.00		This funding will support households at-risk of becoming homeless by providing case management and financial support to keep people housed. It will also provide support for reunification.	Prevention support is essential to decrease the inflow of persons entering into homeless. This intervention will support households who have the ability to maintain

Delivery of Permanent Housing and Innovative Housing Solutions

\$1,000,000.00 \$1,000,000.00

This funding will provide direct financial support by way of cash payments to transitional age youth to help ensure they become and stay housed.

permanent housing but need support to prevent losing their housing. SPM 5 Returns to Homelessness

This supports the delivery of and connection to permanent housing for transitional age youth. Cash payments have successfully demonstrated supporting the transition and retention of homeless households into permanent housing. Due to varying reasons such as lack of job experience and competitiveness in the job market, TAY need financial support to afford and maintain permanent housing while acquiring increased experience and/or higher level education. SPM 3 Exits to Permanent Housing Youth

Operating Subsidies- Permanent Housing

Operating

Subsidies-Interim
Sheltering

Interim Sheltering

\$16,972,787.00 \$2,000,000.00

This funding will continue to support interim interventions stood up through early rounds of HEAP/HHAP. It will also support bringing additional interim shelter beds into the system. Thousands of individuals continue to reside outdoors. These beds will support bringing vulnerable households indoors providing the support and services needed to transition to permanent housing as more permanent housing is developed to house the homeless population.

In response to the review workbook comment: Additional detail is to confirm this is existing interim housing and not new beds in an existing interim shelter which would be newly created interim shelter. This funding plan includes funding to both maintain existing interim shelter beds and add additional interim shelter beds based on a demonstrated need to provide shelter over 6,000 people

The State has a priority to utilize HHAP to maintain and improve existing programs set-up with these funds. There is also a goal to increase permanent housing. Interim Shelter is a critical tool to support the chronically homeless prepare to transition to permanent housing and maintain permanent housing preventing returns to homelessness.

SPM 4 Length of Time Homeless Access to interim shelter beds reduces the amount of time people spend homeless. By connecting people to shelter they are set-up in an environment where they are connected to services and have on-site support to expedite their

continuing to live in an unsheltered status. The City and County have demonstrated additional resources aside from HHAP supporting the increase of permanent and permanent supportive housing for the homeless population.

transition from homelessness to permanent housing.

Improvements to Existing Emergency Shelter

Street Outreach \$3,698,053.55

HHAP funds will continue to support street outreach services to connect people to shelter including permanent housing opportunities. Street Outreach will also support identifying households residing in vehicles and providing these households with connections to shelter including permanent housing.

Street outreach services have identified an increasing number of individuals living in their vehicles. This funding aligns with the State's priorities by providing support services to these households and connecting these households to shelter including permanent housing. Continued street outreach will create the link to permanent housing.

SPM 6 Successful Placements from Street

Outreach

Services
Coordination

Systems Support

\$284,465.67

This funding will help support systems planning and implementation by collecting and analyzing qualitative data and supporting small emerging organizations. It will evaluate exits to permanent housing and recidivism. It will also evaluate length of stay and support needed and service enhancements to decrease length of stay in programs.

Qualitative data is equally important as quantitative data to inform system planning this funding will also expand the capacity of the system to support the homeless population in Oakland. This type of support is directly tied to improving outcomes around permanent housing connections and reducing recidivism by providing critical information on what is going well and what challenges are currently impacting the system. The information we will gain will allow us to better understand how our system is performing, who is moving in to permanent housing, who is maintaining permanent housing, and why. This will

then inform decision making to improve programming and permanent housing outcomes.

SPM 1a,1b,and 2
SPM 6
outcomes from outreach
SPM 4 length of time homeless
SPM 3 Exits to PH

HMIS

Administrative Costs

\$1,991,259.61

Admin funds will support City of Oakland homeless services staff as well as overhead expenses

Administrative expenses are necessary to administer grants, complete reporting requirements and do the required subcontracting to get these funds into the community. These funds are critical to ensure quality staff are available to ensure existing interventions continue and the development of permanent housing is supported. SPM 3 Exits to PH
SPM 1-2 - measures

Total HHAP-5 Dollars Budgeted: \$28,446,565.83	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$3,000,000.00
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Youth Set-Aside Minimum

\$2,844,656.58

HMIS Maximum

\$284,465.66

Administrative Maximum

\$1,991,259.61

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

Yes

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Demonstration of Dedicated, Sufficient Resources for Permanent Housing

In order to use HHAP-5 resources to fund new interim housing solutions, the region must demonstrate that they have dedicated sufficient resources from other sources to long-term permanent housing solutions, including capital and operating costs. (HSC § 50236(c).)

In reviewing whether a region has dedicated sufficient resources from other sources to long term permanent housing solutions, Cal ICH will evaluate financial resources and policy actions related to reducing and ending homelessness.

Applicants must respond to this section **when** they have responded “Yes” to either of the questions under “New interim Housing Certification”. At a minimum, this section must reflect all Eligible Applicants in the region where the Eligible Applicant is proposing to fund new interim housing.

1. Identify Region and all Eligible Applicants in the Region.
2. Provide required metrics and narrative under “Status of Financial Resources”
3. Complete the five tables under “Status of Policy Actions
4. Provide required metrics and narrative under “Demonstrated Need”

The region must respond to all of the below prompts.

single County CoC and LA region

Status of Financial Resources - Oakland, Berkeley/Alameda County CoC Region

Guidance:

Per HSC section 50230(v) "region" means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

For Single County CoCs and the LA region: the application is already aligned with the "region" definition. Therefore, the first two metrics will exactly reflect the information in "[Plan to Utilize Local, State, and Federal Funds to End Homelessness](#)" above. In the Cognito Form, the first two metrics will automatically populate from the information provided. The applicant will need to provide the "Percent dedicated to interim housing solutions" and describe the impact the proposed uses of HHAP-5 dollars would have on the percentages dedicted to permanent housing and interim housing.

Total amount of funds the region is using from its available federal, state, and local dollars to prevent and end homelessness as described in the Action Plan Section: Utilization of Local, State and Federal Funds to End Homelessness:

Total \$ available for homelessness
\$1,160,322,869.62

Percent of the above that is dedicated to permanent housing solutions
74.31%

Percent of the above that is dedicated to interim housing solutions
15.08%

Describe the impact your proposed use(s) of HHAP-5 dollars would have on the above percentages.

H-5 impact

The percentage of funding dedicated to permanent housing would slightly decrease, however it would remain within 74% of the total funding available with a percentage of 73.92%

Status of Policy Actions

Provide a status update for each Eligible Applicant in the region on the following policy actions related to reducing and ending homelessness.

Per HSC section 50230(v) "region" means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

Each of the following tables must be fully filled out for **every** Eligible Applicant in the Region.

Housing Element

Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	Provide a timeline of plans to submit revisions to HCD and request technical assistance to address remaining issues
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City of Oakland Yes

County of Alameda No

UPDATED RESPONSE: #1- A timeline for when you expect to address each of the remaining revisions requested in the feedback above: The table below contains a tentative timeline for completion and approval of the County's Housing Element. It is our hope that the latest draft of the Housing Element (3rd) has addressed all of State HCD concerns. We have been in close contact with Paul McDougall from State HCD about remaining revisions. Tentative Timeline for Next Steps August 16: Post third draft Housing Element for public review Approx. September 6: Release revised CEQA document for 30-day review. Aug 19 – Sept 16: Public Meetings to present third draft Housing Element. September 23: Deadline for public comment on third draft Housing Element. Late September: Submit third draft element to State HCD for up to 60-day review period. TBD: Receive letter from HCD finding Element is consistent with state statute. TBD: Present Final Draft Housing Element, and rezonings and GPAs to implement the sites inventory to MACs and Planning Commission and request recommendation for approval. TBD: Present Final Draft Housing Element, and rezonings and GPAs to implement the sites inventory to Board of Supervisors and request approval. TBD: Receive certification of compliance from State HCD. #2 - A date by which you intend to discuss those revisions with HCD and make additional revisions as needed: After receiving HCD's comment letter on the County's 2nd draft Housing Element on July 9th, Planning staff met with State HCD staff on July 11th and August 9th. At those meetings, State HCD staff provided guidance and responded favorably to proposed revisions. #3- A date by which you intend to submit a revised draft to the public and HCD, assuming the 60-day HCD review-estimated compliance timeframe. The 3rd draft Housing Element, which includes the revisions discussed with State HCD, was posted for public review on the County website on August 16th. The draft is available here. We anticipate sending the 3rd draft to State HCD the week of September 23rd, after seeking input from several local boards of commissions. The 60-day HCD review is anticipated to begin at the end of September. A final round of rezonings will be required before local adoption is possible. PRIOR RESPONSE: The County's Housing Element is not yet in compliance. Comments came back from State HCD on January 4, 2024 and our Planning Department is working now to address those. UPDATE: (Please note that the County agency that administers HHAP has no relationship/reporting structure to the Community

Development Agency that is responsible for the County's Housing Element which only pertains to the Unincorporated areas of the County, not countywide. We're happy to continue requesting updates from that agency but believe State HCD is the other party working with them and in receipt of this information directly. Per the last update, the 2nd draft of the Housing Element was submitted 5/10/24 to State HCD with significant changes from Draft 1. A published and resubmitted draft went back to State HCD 6/28/24 with a second anticipated official comment letter 7/10/24. We expect to be in substantial compliance with this next letter.

Prohousing Designation

Eligible Applicant	Current Prohousing Designation Status	If applicable, identify Prohousing policies that this Eligible Applicant has adopted or plans to adopt in the future.
City of Oakland	has been designated Prohousing	
County of Alameda	plans to apply for Prohousing Designation	The County does not currently have a prohousing designation, but Policy 3.8 in the Draft Housing Element commits to pursuing the designation

USICH Seven Principles for Addressing Encampments

Eligible Applicant	Does the Eligible Applicant have a current practice or commitment to follow the Seven Principles?
City of Oakland	Has made an active commitment to follow the Seven Principles
Alameda County	Has made an active commitment to follow the Seven Principles

Housing Law Violations

Eligible Applicant	Does this Eligible Applicant have any outstanding housing law violations with HCD's housing accountability unit or the Attorney	Provide a plan to resolve issues or plans to request technical assistance to address remaining issues.

General's Office?

City of Oakland	No
Alameda County	No

Surplus Land

Eligible Applicant	Current Practice or Commitment
City of Oakland	Has a current practice of identifying local surplus land for housing
Alameda County	Has a current practice of identifying local surplus land for housing

Demonstrated Need

Additionally, consistent with previous rounds of HHAP, interim sheltering is limited to clinically enhanced congregate shelters, new or existing non-congregate shelters, and operation costs of existing navigation centers and shelters based on demonstrated need. Demonstrated need for purposes of this paragraph shall be based on the following:

1. The number of available shelter beds in the city, county, or region served by a continuum of care
2. The number of people experiencing unsheltered homelessness in the homeless point-in-time count
3. Percentage of exits from emergency shelters to permanent housing solutions
4. A plan to connect residents to permanent housing.

The number of available shelter beds in the geographic area served by City of Oakland
3693

The number of people experiencing unsheltered homelessness in the homeless point-in-time count
7,135

Percentage of exits from emergency shelters to permanent housing solutions
19.40%

A plan to connect residents to permanent housing.

All HHAP funded programs ensure program participants are connected to the Coordinated Entry System (CE). This ensures that through the CE process, residents are screened and assessed for permanent housing options they are eligible for. Our current assessment and prioritization model includes looking at housing barriers and vulnerabilities for those residing in shelters as well as for those in encampments, to ensure PH resources are accessible regardless of whether someone chooses to come inside (and to not create disincentives for taking an offer of shelter). Some interim housing models (e.g., navigation centers) also include housing navigators on staff that help develop individual housing plans for residents. Our county is currently exploring more explicit pairing of housing navigation services through Housing Community Supports with designated shelter sites to enroll more people into this program and ensure exits at sites where we see issues with shelter flow.

Administrative Entity 2

Which Administrative Entity is submitting the below budget?

Alameda County

Funding Plan - Alameda County

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$276,232.00	\$254,000.00	<p>Our YHDP grant has allowed us to build out a Joint TH/RRH component for TAY, but it requires match funding and there are further opportunities to expand RRH slots through this program. The RRH component uses a Housing First and Harm Reduction model and includes leasing costs, rental assistance, supportive services (to assist in finding a unit and to provide case management/wrap around services to ensure eventual independence in the client taking over the lease and maintaining their housing), and program operating costs. The RRH component may work with Youth who are residing in transitional/emergency/crisis housing, while staff work with participants to move them to permanent housing on their own timelines, or</p>	<p>RRH is an important permanent housing pathway for many, including unsheltered and TAY populations. With additional resources, RRH programs can help transition people into permanent, stable housing quickly. It also provides case management supports and a titrated approach to rental assistance to allow time to develop and execute Housing Plans to ensure participants can exceed in permanent housing after rental assistance ends. (see SPM #3, #4)</p>

participants can go directly into RRH. RRH generally references scattered-site apartments, with leases held in the participants name, as they work to take over their full portion of the rent. RRH subsidies are available up to 24 months. Remaining funds will support City of Albany's existing RRH program with capacity to serve approx. 5-6 households at a time, using Housing First principles and a Harm Reduction model. The program houses people in scattered-site apartments, with funds applied to rental assistance and incentives to landlords in the private market (such as security deposits and holding fees), and case management services. Rental assistance is provided for short term (up to 3 months) and medium term (3-12 months) subsidies.

Prevention and Shelter Diversion

\$4,292,653.00 \$544,134.00

HHAP diversion funds are a critical part of our CE/Housing Resource Center strategy for reconnecting PEH to permanent

Housing Problem Solving and diversion (with light-touch flex funds) is critical to quickly resolve

housing and other resources they're eligible for. Housing Problem Solving/diversion services first attempt to quickly rehouse people before enrolling them in Coordinated Entry for access to other housing resources that generally take longer to be made available. These funds ensure support for 14 access points at the front door of the system, in all regions of the county, and include access points for special populations including TAY and gender-based violence. Staff provide Housing Problem Solving (including light-touch financial assistance) to help people get housed, and if unable to quickly connect to housing, then they screen, and assess people for access to other PH resources.

episodes of homelessness and connect people to permanent housing w/o more costly interventions. The network of 14 access points is both physical and virtual, meaning that unsheltered households can receive services at their location- particularly important for connecting unsheltered households to perm. Housing.

(See SPM #1a, 1b, 4)

<p>Delivery of Permanent Housing and Innovative Housing Solutions</p>	<p>\$11,141,333.00</p>	<p>This funding will support perm. housing programs, including Rental Assistance & Landlord Engagement (RALE), a repackaged program providing rental assistance & landlord support in</p>	<p>All of these programs support people accessing permanent housing through both financial assistance and supportive services, including</p>
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		<p>the private market for tenant-based rental subsidy holders; our Housing Assistance Fund which is a centralized fund available to anyone in our system who needs to access additional resources to move into housing, incl. security deposits, utility start-up, and furniture; housing deposit funds for housing navigation clients who we aren't able to bill MCPs through CalAIM; and housing services (navigation & tenancy sustaining services) to help obtain & maintain perm. housing.</p>	<p>support to landlords. These funds are braided with other funds to help make these programs accessible to a larger number of people and including both sheltered and unsheltered populations. (See SPM #3, 5)</p>
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Operating Subsidies- Permanent Housing

\$520,635.46

Funds will support our newly implemented Local Housing Support Program- a pool receiving funds from available sources (currently HHIP, HDAP, and HHAP in the future) made available to qualifying housing developers/projects who are developing projects that have funding commitments but need operating subsidies to complete the funding and bring the project online. Funds from this pool will ensure units are

Subsidizing operating costs for housing projects allows those projects to designate units for households experiencing homelessness . So many projects have operating gaps- this funding helps leverage other funding opportunities to bring additional permanent housing units into the homeless system that can serve

homeless designated and will receive referrals through CE. Funds will also support the Vineyard project in the City of Livermore- which currently receives operating funds from prior rounds of HHAP for its PSH units.

unsheltered populations.
(See SPM #3)

Operating Subsidies-Interim Sheltering	\$0.00			
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Interim Sheltering	\$6,429,312.00	\$1,200,000.00	<p>HHAP funds will continue to support regional interim housing needs identified in earlier rounds of HHAP (and in some cases started by HEAP). Each city (except Oakland who has its own HHAP grant) is given an allocation of HHAP funds based on the PIT Count, that is used to support projects in the region including emergency shelter, navigation centers, safe parking, etc. Youth funds will support the almost completed Hayward Navigation Center/Tiny Homes project coming online this year. Some funding set aside for Phase 2 will be available for future IH needs as they are identified in the out years to address unsheltered</p>	<p>While we work toward increasing permanent housing opportunities which involve many contingencies, interim housing continues to be a strong need for the high % of unsheltered in Alameda County (67% unsheltered, down from 73% in the PIT Count prior). Our Home Together 2026 Community Plan calls for a surge in shelter over 2-3 years if permanent housing is brought online in parallel at the rate called for in the Plan, at which point not all shelter sites would need to</p>
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homelessness.

stay active. In the meantime, interim housing staff help connect people to Coordinated Entry and perm. housing opportunities. While prioritization for perm. housing isn't based on whether someone resides in interim housing, best practices show that it's much easier to locate and work w/ someone on a housing plan and document readiness to access perm. housing opportunities when they are in a consistent sheltered situation. Many interim housing programs also include line items for flex funds to help people exit to perm. housing once an opportunity is identified. (SPM #1b)

Improvements to Existing Emergency Shelter	\$0.00
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Street Outreach	\$1,258,804.00	HHAP funds will continue to support our countywide street health outreach teams who	Given the large number of unsheltered people in Alameda
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cover every census tract in the region, providing outreach and engagement to attend to basic needs; health services including medical assessments and triage, diagnosis & treatment, immunizations & health education; and housing services including CE assessment, housing problem solving, connecting to available resources, and housing navigation.

County, our multidisciplinary street health teams are critical to ensuring we can bring the front door of the system to this population, providing access to resources through Coordinated Entry, including permanent housing and sheltering options since PH isn't available for everyone.

(SPM #1b, 6)

Services Coordination	\$0.00		
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Systems Support	\$2,327,374.25	\$751,878.00	<p>Funds are proposed to sustain HMIS sys admin work tied to more perm. housing programs coming online, systems work including managing our pipeline of permanent housing projects and service commitments, CE data analysis for the CoC on how effectively people can access permanent housing resources, and stipends for people with lived experience participating in our CoC structure to guide policy on</p> <p>These system support activities are the connective tissue that allows systems like HMIS, CE and the YAB to ensure functional and effective systems to connect people to permanent housing. Without these supports, we wouldn't have data on housing inventory, access and referral, and youth and PLE voices guiding</p>
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accessing permanent housing. Youth system funds will continue support for the Youth Action Board and for the County's Youth Services Coordinator to continue developing and implementing TAY priorities for housing resources. our priorities for housing resources. (SPM #1a, 3)

HMIS	\$250,000.00	Our HMIS costs continue to grow- as our system expands to bring in new agencies and providers. Increased number of licenses (over 900), and increased license cost, plus analytical staff needed to meet State reporting requirements.	A well-resourced HMIS is a necessity to meet State AB977 and related reporting goals.
Administrative Costs	\$1,000,757.00	Admin funds will support County OHCC staff plus our Agency overheads/indirect costs associated with HHAP grant management at 3.6% of our allocation.	Administrative expenses are necessary to administer grants and do the required subcontracting to get these funds into the community.

Total HHAP-5 Dollars Budgeted: \$27,497,100.71 **Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$2,750,012.00**

Youth Set-Aside Minimum
\$2,749,710.07

HMIS Maximum
\$274,971.01

Administrative Maximum
\$1,924,797.05

Does this budget propose to support any new interim housing solutions outside of the youth set-

aside?

Yes

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Demonstration of Dedicated, Sufficient Resources for Permanent Housing

In order to use HHAP-5 resources to fund new interim housing solutions, the region must demonstrate that they have dedicated sufficient resources from other sources to long-term permanent housing solutions, including capital and operating costs. (HSC § 50236(c).)

In reviewing whether a region has dedicated sufficient resources from other sources to long term permanent housing solutions, Cal ICH will evaluate financial resources and policy actions related to reducing and ending homelessness.

Applicants must respond to this section **when** they have responded “Yes” to either of the questions under “New interim Housing Certification”. At a minimum, this section must reflect all Eligible Applicants in the region where the Eligible Applicant is proposing to fund new interim housing.

5. Identify Region and all Eligible Applicants in the Region.
6. Provide required metrics and narrative under “Status of Financial Resources”
7. Complete the five tables under “Status of Policy Actions
8. Provide required metrics and narrative under “Demonstrated Need”

The region must respond to all of the below prompts.

single County CoC and LA region

Status of Financial Resources - Oakland, Berkeley/Alameda County CoC Region

Guidance:

Per HSC section 50230(v) “region” means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

For Single County CoCs and the LA region: the application is already aligned with the “region” definition. Therefore, the first two metrics will exactly reflect the information in [“Plan to Utilize Local, State, and Federal Funds to End Homelessness”](#) above. In the Cognito Form, the first two metrics will automatically populate from the information provided. The applicant will need to provide the “Percent dedicated to interim housing solutions” and describe the impact the proposed uses of HHAP-5 dollars would have on the percentages dedicated to permanent housing and interim housing.

Total amount of funds the region is using from its available federal, state, and local dollars to prevent and end homelessness as described in the Action Plan Section: Utilization of Local, State and Federal Funds to End Homelessness:

Total \$ available for homelessness

\$1,160,322,869.62

Percent of the above that is dedicated to permanent housing solutions

74.31%

Percent of the above that is dedicated to interim housing solutions

15.08%

Describe the impact your proposed use(s) of HHAP-5 dollars would have on the above percentages.

H-5 impact

As demonstrated in our proposed budget, 59% of funds are budgeted in categories that support permanent housing, followed by over 23% for interim housing, 13% for systems/services, and the remaining on admin. This funding would continue to reinforce that more than half of our system’s homeless funds go toward permanent housing and related activities to ensure people can move into and maintain that housing. However, for as long as we continue to have a high number of unsheltered people in our community, some level of funding is necessary to ensure interim housing/crisis response resources and connective services to help people access them. Use of HHAP Round 5 funds will continue to keep the focus on activities that support permanent housing well over the 50% threshold (at approximately 82%).

Status of Policy Actions

Provide a status update for each Eligible Applicant in the region on the following policy actions related to reducing and ending homelessness.

Per HSC section 50230(v) “region” means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

Each of the following tables must be fully filled out for **every** Eligible Applicant in the Region.

Housing Element

Eligible Applicant	Is this Eligible Applicant’s Housing Element Compliant?	Provide a timeline of plans to submit revisions to HCD and request technical assistance to address remaining issues
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County of Alameda	No	<p>UPDATED RESPONSE: #1- A timeline for when you expect to address each of the remaining revisions requested in the feedback above: The table below contains a tentative timeline for completion and approval of the County’s Housing Element. It is our hope that the latest draft of the Housing Element (3rd) has addressed all of State HCD concerns. We have been in close contact with Paul McDougall from State HCD about remaining revisions. Tentative Timeline for Next Steps August 16: Post third draft Housing Element for public review Approx. September 6: Release revised CEQA document for 30-day review. Aug 19 –</p>
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Sept 16: Public Meetings to present third draft Housing Element. September 23: Deadline for public comment on third draft Housing Element. Late September: Submit third draft element to State HCD for up to 60-day review period. TBD: Receive letter from HCD finding Element is consistent with state statute. TBD: Present Final Draft Housing Element, and rezonings and GPAs to implement the sites inventory to MACs and Planning Commission and request recommendation for approval. TBD: Present Final Draft Housing Element, and rezonings and GPAs to implement the sites inventory to Board of Supervisors and request approval. TBD: Receive certification of compliance from State HCD. #2 - A date by which you intend to discuss those revisions with HCD and make additional revisions as needed: After receiving HCD's comment letter on the County's 2nd draft Housing Element on July 9th, Planning staff met with State HCD staff on July 11th and August 9th. At those meetings, State HCD staff provided guidance and responded favorably to proposed revisions. #3- A date by which you intend to submit a revised draft to the public and HCD, assuming the 60-day HCD review-estimated compliance timeframe. The 3rd draft Housing Element, which includes the revisions discussed with State HCD, was posted for public review on the County website on August 16th. The draft is available here. We anticipate sending the 3rd draft to State HCD the week of September 23rd, after seeking input from several local boards of commissions. The 60-day HCD review is anticipated to begin at the end of September. A final round of rezonings will be required before local adoption is possible. PRIOR RESPONSE: The County's Housing Element is not yet in compliance. Comments came back from State HCD on January 4, 2024 and our Planning Department is working now to address those. UPDATE: (Please note that the County agency that administers HHAP has no relationship/reporting structure to the Community Development Agency that is responsible for the County's Housing Element which only pertains to the Unincorporated areas of the County, not countywide. We're happy to continue requesting updates from that agency but believe State HCD is the other party working with them and in receipt of this information directly. Per the last update, the 2nd draft of the Housing Element was submitted 5/10/24 to State HCD with significant changes from Draft 1. A published and resubmitted draft went back to State HCD 6/28/24 with a second anticipated official comment letter 7/10/24. We expect to be in substantial compliance with this next letter.

City of Oakland

Yes

Prohousing Designation

Eligible Applicant

Current Prohousing Designation Status

If applicable, identify Prohousing policies that this Eligible Applicant has adopted or plans to adopt in the future.

County of Alameda

plans to apply for Prohousing Designation

The County does not currently have a prohousing designation, but Policy 3.8 in the Draft Housing Element commits to pursuing the designation

City of Oakland

has been designated Prohousing

USICH Seven Principles for Addressing Encampments

Eligible Applicant

Does the Eligible Applicant have a current practice or commitment to follow the Seven Principles?

Alameda County

Has made an active commitment to follow the Seven Principles

City of Oakland

Has made an active commitment to follow the Seven Principles

Housing Law Violations

Eligible Applicant

Does this Eligible Applicant have any outstanding housing law violations with HCD's housing accountability unit or the Attorney General's Office?

Provide a plan to resolve issues or plans to request technical assistance to address remaining issues.

Alameda County

No

City of Oakland

No

Surplus Land

Eligible Applicant

Current Practice or Commitment

Alameda County	Has a current practice of identifying local surplus land for housing
City of Oakland	Has a current practice of identifying local surplus land for housing

Demonstrated Need

Additionally, consistent with previous rounds of HHAP, interim sheltering is limited to clinically enhanced congregate shelters, new or existing non-congregate shelters, and operation costs of existing navigation centers and shelters based on demonstrated need. Demonstrated need for purposes of this paragraph shall be based on the following:

5. The number of available shelter beds in the city, county, or region served by a continuum of care
6. The number of people experiencing unsheltered homelessness in the homeless point-in-time count
7. Percentage of exits from emergency shelters to permanent housing solutions
8. A plan to connect residents to permanent housing.

The number of available shelter beds in the geographic area served by Alameda County
3,693

The number of people experiencing unsheltered homelessness in the homeless point-in-time count
7,135

Percentage of exits from emergency shelters to permanent housing solutions
19.40%

A plan to connect residents to permanent housing.

All HHAP funded programs ensure program participants are connected to the Coordinated Entry System (CE). This ensures that through the CE process, residents are screened and assessed for permanent housing options they are eligible for. Our current assessment and prioritization model includes looking at housing barriers and vulnerabilities for those residing in shelters as well as for those in encampments, to ensure PH resources are accessible regardless of whether someone chooses to come inside (and to not create disincentives for taking an offer of shelter). Some interim housing models (e.g., navigation centers) also include housing navigators on staff that help develop individual housing plans for residents. Our county is currently exploring more explicit pairing of housing navigation services through Housing Community Supports with designated shelter sites to enroll more people into this program and ensure exits at sites where we see issues with shelter flow.

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant
City of Oakland

Certification City of Oakland

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

C'Mone Falls

Phone

(510) 238-6186

Email

cfalls@oaklandca.gov

Participating Eligible Applicant 2**Participating Eligible Applicant**

Alameda County

Certification Alameda County

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Suzanne Warner

Phone

(510) 406-9376

Email

swarner@acgov.org

FIRST AMENDMENT TO
MEMORANDUM OF UNDERSTANDING
BETWEEN
CITY OF OAKLAND
AND
COUNTY OF ALAMEDA ON BEHALF OF ITS
ALAMEDA COUNTY HEALTH CARE SERVICES AGENCY

Whereas, the CITY OF OAKLAND, a charter city and municipal corporation (“CITY”), and the COUNTY OF ALAMEDA, a political subdivision of the State of California (“COUNTY”), entered into a MEMORANDUM OF UNDERSTANDING (MOU), effective as of February 1, 2024, to memorialize the coordination of the CITY and the COUNTY (collectively, the Parties, and each individually a Party) and outline each Party’s roles and responsibilities as it relates to serving the needs of persons experiencing homelessness in the City of Oakland.

Whereas, the Parties seek to amend and modify the MOU in order to address additional actions, roles, and responsibilities with respect to the Homeless Housing, Assistance and Prevention (HHAP) Round 5 program, as described in the HHAP-5 Regionally Coordinated Homelessness Action Plan due to the California Interagency Council on Homelessness (Cal-ICH) on March 27, 2024.

Therefore, this FIRST AMENDMENT MEMORANDUM OF UNDERSTANDING (“First Amendment”) is made at Oakland, California, by and between the CITY and COUNTY, effective on the date all parties have signed this First Amendment and this First Amendment replaces and supersedes the previous terms and conditions of the MOU in their entirety.

I. PURPOSE/RECITALS

- a. The parties recognize that homelessness is a regional problem that requires a regional solution, with coordinated leveraging of CITY and COUNTY resources.
- b. The latest Point in Time (PIT) Count, conducted in February 2022, shows a 22% increase in homelessness countywide (8,022 persons experiencing homelessness in 2019; 9,747 persons experiencing homelessness in 2022). Within the City of Oakland, the 2022 PIT Count shows 5,055 people experiencing homelessness, representing 52% of the countywide homeless population.
- c. The CITY and the COUNTY have a mutual desire to improve the coordination and combining of efforts to meet the needs of unhoused individuals and to move individuals out of homelessness in the City of Oakland.
- d. The CITY and the COUNTY recognize that the only way to make real progress toward

addressing this emergency humanitarian crisis is to work collaboratively, diligently, and in a focused manner on a regional approach that effectively combines all available resources.

- e. This Memorandum of Understanding (MOU) is intended to memorialize the coordination of the CITY and the COUNTY (collectively, the Parties, and each individually a Party) and outline each Party's roles and responsibilities as it relates to serving the needs of persons experiencing homelessness in the City of Oakland.

	COUNTY	CITY	Corresponding Continuum of Care (CoC) Committee (tasked with similar roles)
Leads	Director, Health Care Services Agency (HCSA)	City Administrator	Leadership Board
Homeless response strategy and funding	Director, Office of Homeless Care and Coordination (OHCC); Deputy Director (Policy), OHCC	Assistant City Administrator; Community Homeless Division Manager	Leadership Board
Coordination of encampment outreach and response efforts	Director, OHCC; Director, Health Care for the Homeless (HCH); Homeless Services Regional Coordinator, HCH	City Administrator - Homelessness Administrator and Staff; Manager, Community Homeless Division; Outreach Coordinator	Outreach, Access, Coordination
Communication & public messaging	Communications Director, HCSA; HCSA Public Information Officer	Assistant to the Director; City Public Information Officer	CoC Operations Support Entity (currently Homebase)
Coordinated Entry System access & resources	Coordinated Entry Director, OHCC; Home Stretch Manager, OHCC	Community Homeless Division Manager and Human Services Planner; HCD Prevention Coordinator	Outreach, Access, Coordination
Emergency shelter, interim housing	Director, OHCC; Deputy Director (Housing), OHCC	Human Services Planners, Community Homelessness Division	Outreach, Access, Coordination
Housing services and pipeline planning	Housing Services Director, OHCC;	Housing & Community Development Director	Housing Capacity
Health care	Director, Health Care for	Program Planners,	Outreach, Access,

services/resources	the Homeless; Deputy Director (Policy), OHCC	Community Homeless Division	Coordination; Housing Retention and Homelessness Prevention
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- a. The CITY and COUNTY are both working in alignment with the [Home Together 2026 Community Plan](#) ('HT Plan'), which creates a cross-jurisdictional unified approach to addressing homelessness and outlines 4 major goal areas with associated strategies: (1) prevent homelessness for our residents; (2) connect people to shelter and needed resources; (3) increase housing solutions; and (4) strengthen coordination, communication, and capacity.
- b. This MOU memorializes current and planned efforts to increase regional coordination, delineate jurisdictional roles and responsibilities, joint coordination, and collaborative funding efforts to achieve greater alignment toward Parties' shared vision of reducing homelessness in Alameda County, and hereby describes the commitment to collaboration between the Parties.
- c. Future coordinated or shared CITY/COUNTY projects or efforts, if appropriate, may become amendments to this MOU or can be the subject of separate memorandum(a) of understanding.

II. AGREEMENT

The CITY and COUNTY agree as follows:

a. Lead Staff; Administration of the MOU.

The lead staff from the COUNTY and CITY for ongoing coordination and administration of this MOU are identified below. They will be responsible for implementing this MOU on behalf of their respective entity. Either Party may change its administrative representative at any time by notifying the other Party in writing. Any such change shall become effective upon receipt of such notice by the other Party in this MOU.

Jestin Johnson, Oakland City Administrator

Colleen Chawla, Alameda County Health Care Services Director

b. Collaboration Protocol

- i. COUNTY and CITY meet biweekly to discuss planning and coordination topics, including Coordinated Entry, CalAIM, housing services and pipeline planning, funding plans, outreach and unsheltered efforts (with an additional weekly meeting focused exclusively on this topic). COUNTY and CITY also hold a weekly outreach coordination meeting. A separate monthly convening is also held for housing development and services planning that includes staff from

the Oakland Housing Authority. In addition, there are several other venues focused on homelessness and housing in which both COUNTY and CITY participate, alongside other jurisdictions and partner entities.

- ii. Community Engagement. COUNTY and CITY shall work collaboratively on the engagement of appropriate stakeholders and the community on the implementation of any joint or partnered project or initiative that the Parties may separately agree to, which may include collaboration with persons with lived experience.
- iii. Planning. COUNTY and CITY will coordinate planning for new programs that will affect and serve people experiencing homelessness within City limits. Planning includes scope development, approach, and operations of coordinated COUNTY and CITY projects prior to launch and throughout implementation. Work to achieve consistency in contractor requirements, protocols, and standards for similar programming and joint projects, including the use of Coordinated Entry.
- iv. All programs administered by the Parties for the purposes of addressing homelessness shall align with Housing First principles as defined by California Welfare and Institutions Code Section 8255.
- v. The Parties understand that as part of their collective efforts it is important to participate in the Homeless Management Information System (HMIS) and Coordinated Entry System (CES) and will coordinate when applicable with their contractors.

c. Jurisdictional Responsibilities.

While the CITY and COUNTY have some overlapping roles, there are some distinctions in responsibilities:

1. Responsibilities of CITY

CITY is responsible for land use, code enforcement, city streets and public safety, hygiene, and providing outreach, shelter, and housing within its boundaries. This includes parking regulation where people are living in vehicles; and interaction with landlords and property owners where residents are occupying unsafe buildings or places not meant for human habitation.

2. Responsibilities of COUNTY

COUNTY is responsible for human services including housing navigation and case management services; public health, behavioral health, and social services; street health; community outreach; shelter health; shelter and housing services including permanent supportive housing services; coordinated entry assessment, prioritization, matching; Homeless Management Information System (HMIS) and data management; and oversees the unincorporated areas in regard to land use, code enforcement, and hygiene and safety. (None of the Unincorporated Areas border CITY.)

d. HHAP-5 Regionally Coordinated Homeless Action Plan.

Both CITY and COUNTY shall make every effort to uphold, participate in and comply with the actions, roles and responsibilities of each eligible applicant as described in the HHAP-5 Regionally Coordinated Homeless Action Plan.

The CITY and COUNTY shall jointly submit a Regionally Coordinated Homeless Action Plan as part of the HHAP-5 NOFA application, and agree to adhere to the actions, roles, and responsibilities therein specifically pertaining to:

- i. Outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness, within the region
- ii. Improving system performance measures
- iii. Ensuring racial and gender equity in service delivery, housing placements, housing retention, and any other means to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness
- iv. Actions to reduce homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and other institutions such as foster care, behavioral health facilities, etc.
- v. Utilization of local, state, and federal funding programs to end homelessness
- vi. Connect individuals to wrap-around services from all eligible federal, state, and local benefit programs

e. Outreach and Encampment Response

CITY has general responsibility for land use and management. When CITY seeks to close an area where people are living unsheltered, CITY will take initiative to schedule and organize the multiple parties involved, and to document the needs and resources available.

COUNTY will provide advanced outreach, as needed to address healthcare needs and as agreed upon through weekly collaborative outreach meetings. Support will be provided through Street Health outreach staff, with a focus on utilizing information and resource available through both CITY and COUNTY programs. COUNTY will provide health, social, and shelter services to people who are unsheltered and may prioritize services in particular locations based on the vulnerability of the individuals residing there. COUNTY decisions around prioritizing specific locations in the CITY will be made in consultation with CITY staff.

f. Services

COUNTY coordinates the provision of street/shelter health and social services countywide to maximize availability of and connection to appropriate services for people experiencing homelessness.

g. Shelter and Housing

- i. Emergency Shelter, Interim Housing.** Both CITY and COUNTY contribute funding to interim housing, including shelters, navigation centers, community cabins, safe parking, etc. All funded projects shall participate in HMIS, as able, and follow adopted County shelter standards when County funding is utilized.
- ii. Coordinated Entry System.** The CITY and COUNTY shall fully integrate all interim housing beds into the coordinated entry system to the extent possible and work collaboratively to ensure matching to those beds is done on a regional basis within agreed county zones.
- iii. Permanent Housing.** The CITY and COUNTY shall work aggressively toward meeting the permanent supportive and dedicated affordable housing needs identified in the Home Together 2026 Community Plan and the City of Oakland's Housing and Community Development 2023-2027 Strategic Action Plan, deploying strategies outlined in the Plans to increase permanent housing opportunities for residents.

h. Funding

- i. HHAP:** Collective Homeless Housing, Assistance and Prevention (HHAP) spending plans are complementary (countywide services and coordinated entry funded by the County/CoC combined allocation and specific sheltering and interim housing needs within the City provided for by the City of Oakland allocation). COUNTY and CITY continue to collaborate on project proposals and joint planning for HHAP allocations, taking into account the system modeling and Home Together 2026 Community Plan needs and priorities. COUNTY and CITY shall provide updates on use of HHAP funding to the Continuum of Care upon request.
 - 1. COUNTY will make available a portion of future HHAP allocations to support certain eligible interim and permanent housing projects, dependent on State funding requirements and funding availability. Priority consideration for funds will go to those projects located in jurisdictions not already receiving direct HHAP funding from the State.
 - 2. When COUNTY makes available a portion of HHAP allocations to support projects in multiple jurisdictions, the COUNTY shall use the most recent HUD-approved PIT Count (that includes an unsheltered count) to determine each project's proportional share of such HHAP funding designated for this purpose with the % of HHAP funds commensurate with the % of people experiencing homelessness (out of the countywide total) that reside in their respective jurisdiction.
 - 3. COUNTY and City shall coordinate regarding the public meetings for the Regionally Coordinated Homelessness Action Plan to the extent required by the HHAP application for funding and shall ensure that appropriate stakeholders are invited.

4. CITY and COUNTY shall comply with all requirements and respective obligations as agreed to in a Regionally Coordinated Homelessness Action Plan to the extent required by the HHAP application for funding.
- ii. **Funding Framework for Alignment:** The Framework for City-County Partnership on Resources to End Homelessness (“Framework”) created in 2021 and included as Attachment A, outlines requirements for accessing funds dedicated to homelessness that flow through the County and are allocated by the Board of Supervisors for city projects. Both COUNTY and CITY agree that any funding allocated to CITY from COUNTY shall follow the guidelines included in the Framework; provided however, that HHAP funding allocations shall comply with the Regionally Coordinated Homelessness Action Plan and the associated Funding Plan.


III. General Provisions

- i. **Dispute Resolution:** Any disagreements, conflicts, or disputes that arise regarding any component of this MOU shall first be brought for discussion and deliberation between staff representing the parties in the biweekly collaboration meetings. If conflicts arise that cannot be resolved at this level, they shall be brought to the Directors and signatories representing each party in this MOU for proposed amendments to the MOU.
- ii. **Notices:** Any notice, request, consent, or approval that either Party hereto may or is required to give the other pursuant to this MOU shall be in writing and shall be either delivered or sent by mail or email notification to the Lead Staff identified in Section II.a.
- iii. **Termination:** Any Party to this MOU may, by written notice stating the extent and effective date, terminate this MOU for convenience, at any time.
- iv. **Compliance with Laws:** The Parties shall abide with all applicable federal, State, County, and local laws, rules, and regulations, current and hereinafter enacted, including facility and professional licensing and/or certification laws and keep in effect any and all licenses, permits, notices, and certificates as are required. The Parties shall further comply with all applicable laws with respect to wages and hours of employment, occupational safety, and to fire safety, health, and sanitation.
- v. **Term Length and Effective Date:** This MOU became effective on the date all parties have signed this MOU, which was February 1, 2024, and be in force for a maximum of three (3) years from February 1, 2024.
- vi. Nothing in this MOU creates an employment, joint venture, legal partnership, fiduciary, or similar relationship between or among the Parties. Neither Party has any authority to act as an agent of the other Party or to bind the other Party to any obligation. Neither Party undertakes or assumes any responsibility or duty to any third party with respect to this MOU. No Third-

Party Beneficiaries: the Parties to this MOU do not intend to create any rights in any third parties.

Remainder of this page is intentionally left blank.

Signatures:

DocuSigned by:

A83F3B583BDA4DC...

Jestin Johnson
City Administrator, City of Oakland

3/21/2024

Date

DocuSigned by:

CB284AE84C50405...

Colleen Chawla
Director, Alameda County Health Care Services
Agency

3/21/2024

Date

Approved as to Form and Legality:

DocuSigned by:


4EF46E37314C420

Deputy City Attorney

3/20/2024

Date

APPROVED AS TO FORM: Donna Ziegler
County Counsel for the County of Alameda

DocuSigned by:

EFDCE3E661894A0...

K. Joon Oh, Deputy County Counsel

3/20/2024

Date

Framework for City-County Partnership on Resources to End Homelessness

Draft Date: 11/2/2021

Preamble:

The Alameda County Board of Supervisors and Mayors across the county's fourteen cities are committed to ending homelessness. We recognize that homelessness is a regional problem that requires a regional solution, with coordinated leveraging of city and county resources.

Alameda County is the jurisdiction best equipped to coordinate an overall, countywide effort, for the following reasons:

- While Cities have increased local spending on homelessness to historic levels over the past several years, many of the largest sources of real and potential funding to address homelessness are administered primarily at the County level: Continuum of Care (CoC) and other funding at the Federal level; State Homeless Housing, Assistance, and Prevention (HHAP); and other dedicated health and social services funding.
- In California, counties are the seat of the social safety net system and administer MediCal, mental health, public health, and substance use disorder programs, CalFresh, and other Federal and State welfare benefits. Ending homelessness, especially for people with high needs, requires a holistic, whole-person approach that draws on all these programs.
- Alameda County administers a Social Health Information Exchange and associated Community Health Record that facilitates whole-person care through data and care coordination across housing and health care providers.
- Alameda County manages the Coordinated Entry System, the federally-mandated mechanism for allocating homeless housing, shelter, and services.
- Alameda County administers the Homeless Management Information System (HMIS), the source of data for homeless system outcomes reporting to the Federal and State governments.

The cities also play a critical role in ending homelessness through the provision of local and dedicated federal and state resources, and as overseers of land use planning for shelters and permanent housing. Cities have innovated programs and services and their capacity to fund/augment programs must be considered alongside local and regional priorities.

This document provides a framework to address shared jurisdictional priorities and resource capacity while acknowledging the County as the leader in coordinating regional funding initiatives aimed at ending homelessness. The framework is built on a countywide strategic plan to address homelessness and to reduce racial and ethnic inequities among people experiencing homelessness.

Framework:

Federal regulations and State law (AB 140) now both tie homeless funding levels to demonstrated progress toward reduction of homelessness using Federal System Performance Measures (HUD measures). Alameda County partners plan to meet these requirements by executing the Home Together Plan, the Community's strategic plan to implement the recommendations in the Centering Racial Equity in Homeless System Design report.

Existing programs/projects:

- In order to be eligible for homelessness funding that originates or passes through Alameda County, a homelessness program must demonstrate how it meets the measurable performance goals outlined in the Home Together Plan. Alameda County, through its procurement mechanisms and based on funding regulations, makes the final determination of program eligibility for County-administered funding, which will be allotted to each region of the County proportionally to that region's share of the County's overall homeless population as per the most recent Federal Point-In-Time Count (PIT).
- To best leverage city resources during each funding cycle, the County will provide to representatives from each region a list or "menu" of the services or programs it will be considering for County-allocated funding: specifically, the existing (or new) types of projects the County plans to invest in either because they clearly meet the recommendations in the Centering Racial Equity report/Home Together Plan, or because they are meeting clear performance thresholds in reducing homelessness.
- A city or region can recommend programs to be considered for county-administered funds.

Projects must

- Demonstrate how they already meet performance goals in the Home Together plan; OR
- Show a plan for targeted capacity (for small, emerging and/or BIPOC led (and serving) agencies or new, innovative programs), AND
- Agree to:
 - Participate in county referral systems that prioritize vulnerable people for the most intensive services;
 - use a "Housing First" approach;
 - provide data in HMIS or, for domestic violence service providers, an equivalent data system
- Programs and referrals will reflect consumer choice and geographic ties
- Projects currently receiving County-administered funding that meet performance benchmarks will receive priority consideration (within applicable procurement guidelines) for future County administered funding, with the goal of preventing disruptions in service.
- If a program is not found to be eligible for funding or fails to meet performance benchmarks, the City and County work together on a transition plan for impacted participants.
- When measuring the performance of a candidate program/project, the County will:
 - Utilize data entered into the Homeless Management Information System (HMIS) as the chief data source.
 - Weight programs by vulnerability of the population the project serves. This could be accomplished by, among other things, cross-walking the households in the project's roster to their vulnerability score on Coordinated Entry assessments or to other information on vulnerability recorded in the Social Health Information Exchange.

New projects/programs:

- Cities will be primarily responsible for "seed funding" for new projects. If the new project/program can meet a benchmark performance measure consistent with the Home Together Plan over the ensuing two years, the County agrees to prioritize it for future funding or match, if consistent with procurement requirements.
- If the County is successful in drawing down HHAP "bonus funding" pursuant to AB 140, the County may use some of its "bonus funds" from the State:
 - To match new City proposed programs/projects in the future;
 - To make targeted efforts to resolve encampments in the most-impacted census tracts in the County.



Homelessness Solutions in Alameda County

Office of Homeless Care and Coordination

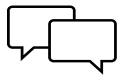
Alameda County Coordinated Entry Policies

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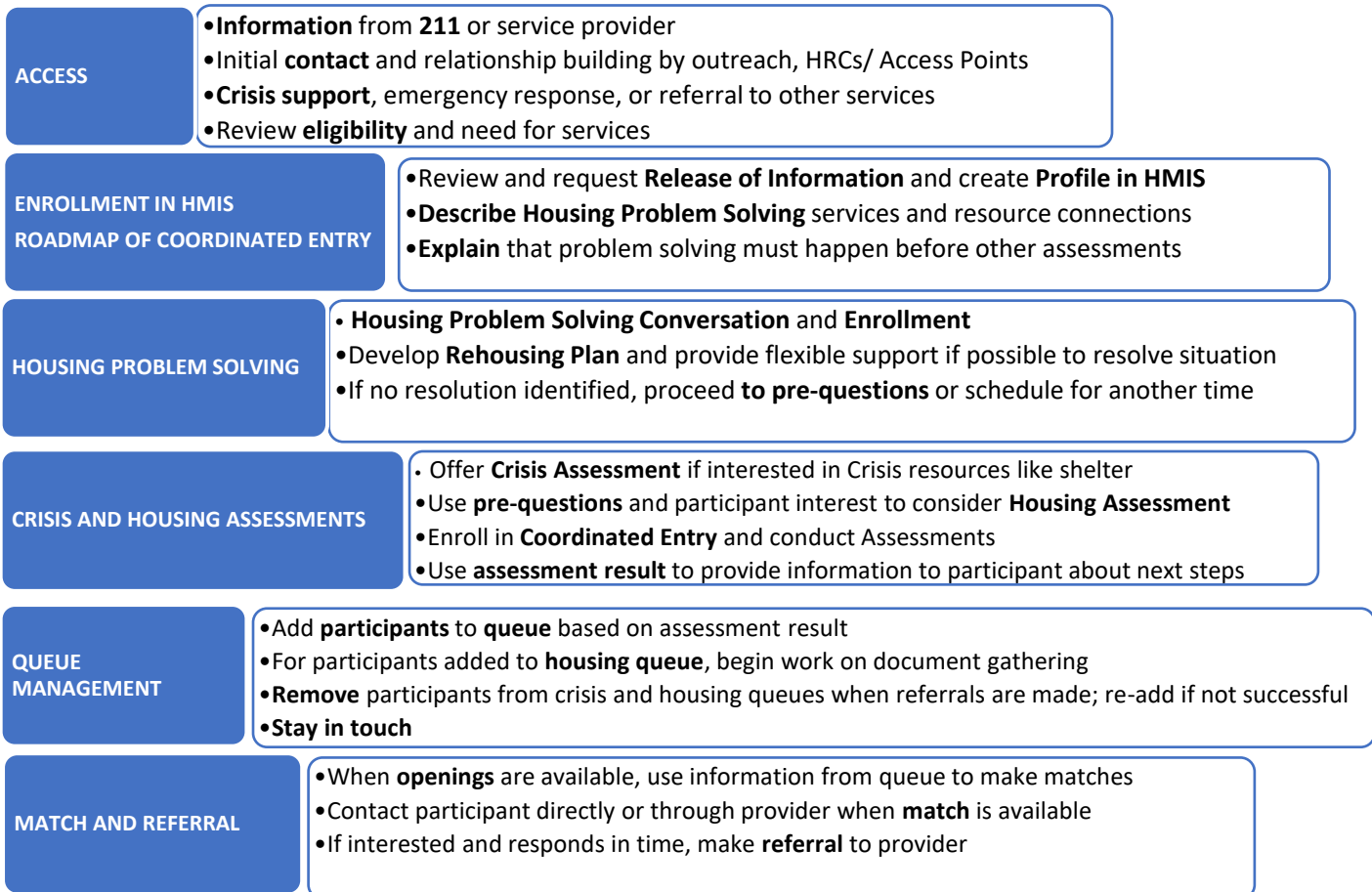
1. INTRODUCTION AND OVERVIEW

Why Coordinated Entry?

At its best, coordinated entry allows our community to match people who are homeless quickly to the best pathway to housing that will meet their needs. It allows us to ensure that decisions and referrals will uphold our commitment to racial equity and to serving our most vulnerable county residents. We aspire to making coordinated entry all about access that is open, clear, and useful.

Alameda County's Coordinated Entry has the following key elements:

Coordinated Entry Process Overview



1.1 Purpose of Coordinated Entry

Alameda County defines Coordinated Entry as the approach to coordinate and manage the Housing Crisis Response System’s resources to enable providers to make equity-consistent decisions to best connect people experiencing homelessness to interventions to end their homelessness based on available information and resources.

The Coordinated Entry *process* serves to ensure that all persons experiencing homelessness have fair and equal access to the same set of resources and services regardless of where they present for assistance, and that resources for households with greater service and housing needs are targeted to those who need them most.

The Coordinated Entry *system* refers to the whole of the public and non-profit agencies and programs that participate in Coordinated Entry in any of the ways defined in and governed by these policies.

1.2 Coordinated Entry Policy Requirements

The U.S. Department of Housing and Urban Development (HUD) requires Continuums of Care (CoCs) to develop and maintain policies and procedures covering a wide variety of Coordinated Entry (CE) practices including, but not limited to, geographic coverage and access including for specific populations; the assessment, prioritization and referral process and criteria/factors used to prioritize; privacy protections, appeals, marketing, outreach, prevention, and evaluation. This Coordinated Entry Policy document, along with procedures established for specific areas of Coordinated Entry and memorialized in other policy documents referenced herein (such as the HMIS Privacy and Security Policies, Housing Problem Solving Policy, Coordinated Entry Grievance Policy and others) constitute the required Policies and Procedures for Coordinated Entry.

1.3 Scope of Coordinated Entry

Coordinated Entry is a required process for all communities that receive funding from the U.S. Department of Housing and Urban Development.

1.3.1 Programs Required to Participate

Programs and projects that receive funding from the HUD CoC and ESG programs, from the State Homekey programs, and from County of Alameda homelessness-specific funding (including but not limited to general fund, HHAP, MHSA, CDBG and EHV and some programs funded by HOPWA targeted for people experiencing homelessness and living with HIV) including shelters and dedicated homeless housing units or resources, must use the HMIS system and participate in Coordinated Entry.

Programs funded by other sources *may* be required to participate as part of an agreed to funding structure, such as having received additional points or priority in a competitive bidding process such as a Request for Proposals (RFP) based on a commitment to participate in CE.

Required participation may look differently depending on the design of the program and whether access to it depends on prior enrollment in another CE program. For example, a

CoC-funded Rapid Rehousing program serving specific target populations and people staying in specific shelters does not have to be filled using the CE Housing Queue, *if* the initial match to shelter was a result of use of the Crisis Queue, and if the program maintains clear, standard, and objective criteria for subsequent enrollment.

1.3.2 Programs Encouraged to Participate

In order to make available the widest possible array of resources to people experiencing homelessness, other programs such as shelters and housing that do not receive any of the above funding are strongly encouraged to participate. Efforts to engage such programs will be made regularly, and non-participating programs are invited to share their rationale or concerns for not participating to allow them to be addressed, if possible.

1.3.3 Participation by Domestic Violence programs

The Federal government prohibits programs that specifically serve survivors of domestic and/or gender-based violence from entering client data into HMIS. Such programs in Alameda County will use a comparable database and will participate in Coordinated Entry through one or more dedicated Access Points, utilizing separate and non-shared data collection and the use of unique identifiers that protect participant privacy while allowing survivors enrolled in domestic violence (DV) programs access to the resources managed by Coordinated Entry.

1.4 Guiding Principles

The following guiding principles reflect key values and features of the current CE design and a commitment to implement and evaluate the system in alignment with these principles.

1. Coordinated Entry will embody in all steps of the process a commitment and practice of direct communication and transparency with participants about the process, limitations on resources and the likelihood of and timing of any assistance.
2. The Coordinated Entry system will operate similarly in each place the services are offered so that participants have equal access to support and resources regardless of where they seek assistance or their circumstances.
3. Historic and current racial inequalities will be considered in the design, implementation and evaluation of the CE process and system, and accountability for reducing disparities and increasing equity within the housing crisis response system will be part of the required results.
4. The CE process will be trauma-informed and personal information will be collected from participants only as needed and when relevant to a determination or decision needed to help meet the participant's self-reported needs. Efforts will be made to ensure that participants do not need to repeat information.
5. The Coordinated Entry system and the programs to which it refers will be low barrier and operate consistent with the core practices of harm reduction and Housing First.

6. Participants are experts in their own lives and will make choices about what is right for them. Such choices may be constrained by the availability of resources but will not prevent the participant from being served.
7. The reality of limited resources means that participants may not receive the most desirable or appropriate resources for their needs. All participants will retain the ability to engage continuously with the system and seek and receive support for a self-directed resolution.
8. Training, monitoring, and evaluation will be consistent with the above principles.

1.5 Governance

1.5.1 Required Roles

The Coordinated Entry system and process require ongoing day-to-day management as well as community participation in design, implementation, evaluation, and improvement of the process. HUD requires that the entity charged with management of operations and the entity charged with oversight be distinct and that both be appointed by the HUD recognized Continuum of Care (CoC).

1.5.1.1 Policy Oversight Entity

The CoC serves as the Policy Oversight Entity which reviews policy and establishes participation expectations, and data collection, quality and sharing protocols. The CoC has designated primary responsibility for this function to the System Coordination Committee.

1.5.1.2 Management Entity

The Alameda County Office of Homeless Care and Coordination (OHCC) is the Management Entity designated by the CoC to implement day-to-day workflow of the Coordinated Entry process. Management Entity responsibilities include establishing day-to-day management structures, promoting standardized screening and assessment processes, developing and delivering training, and conducting monitoring.

Further information about the Governance and roles and responsibilities of the Policy Oversight and Management Entity can be found in HUD's [Coordinated Entry Management and Data Guide](#) and in the Memorandum of Understanding between the CoC and the Office of Homeless Care and Coordination.

1.6 Use of HMIS

The County-wide Homeless Management Information System (HMIS) is the data system that is used for all Coordinated Entry activities including Housing Problem Solving, enrollment, assessment, prioritization, queue management, posting openings in shelter programs, and matching. The Management Entity maintains a separate database for tracking and matching to housing openings.

1.6.1 HMIS Training and licensing

All Access Point staff and all receiving entities for referrals must be trained and licensed to use the HMIS system and follow all requirements in the HMIS policies.

1.6.2 Privacy and Security

All Access Points will follow HMIS protocols for obtaining participant consent to share and store participant information for purposes of assessing and referring participants through the Coordinated Entry process. This includes all rules regarding the capture, transmission, and storage of Personally Identifying Information.

1.6.3 Comparable Database

Victim Service Providers are prohibited from entering data into HMIS and may be required to use a comparable database to participate in CE. A comparable database is a relational database that meets all HMIS Data Standards and does so in a method that protects the safety and privacy of survivors.

1.6.4 Right to Abstain from Disclosing or Sharing Information

Coordinated Entry participants may freely abstain from disclosing and sharing information without fear of denial of services resulting from the refusal. However, participants may be unable to qualify for consideration for specific programs or services that require disclosure of specific information for purposes of establishing or documenting program eligibility.

1.7 Non-discrimination and Affirmative Marketing

1.7.1 Applicable Civil Rights and Fair Housing Law

All programs that receive referrals from CE are permitted and expected to comply with all applicable State and Federal civil rights and fair housing laws and requirements, including, but not limited to:

- Fair Housing Act prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status;
- Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance;
- Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color or national origin under any program or activity receiving Federal financial assistance; and
- Title II of the Americans with Disabilities Act prohibits public entities, which includes state and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing-related services such as housing search and

referral assistance. Title III of the Americans with Disabilities Act prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.

- HUD’s Equal Access Rule at 24 CFR 5.105(a)(2) prohibits discriminatory eligibility determinations in HUD-assisted or HUD-insured housing programs based on actual or perceived sexual orientation, gender identity, or marital status, including any projects funded by the CoC Program, ESG Program, and HOPWA Program. The CoC Program interim rule also contains a fair housing provision at 24 CFR 578.93. For ESG, see 24 CFR 576.407(a) and (b), and for HOPWA, see 24 CFR 574.603.

1.7.2 Affirmative Marketing

Housing providers participating in CE must affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability who are least likely to apply in the absence of special outreach and maintain records of those marketing activities. Housing assisted with CoC funds must also be made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2).

2. ACCESS

2.1 Full Coverage

Alameda County’s Coordinated Entry approach provides full coverage of the entire geography of the County, which is the same as the Continuum of Care boundaries, through a variety of methods which include physical Open Access Points known as Housing Resource Centers (HRCs) distributed across the county, as well as street outreach which covers all regions of the County, and phone line access.

2.2 Access Points

Access Points are the virtual or physical places or programs where an individual or family experiencing homelessness or at imminent risk of homelessness seeks and receives assistance to connect to resources from the Housing Crisis Response System that are available through Coordinated Entry. An Access Point may be Open or Limited.

2.2.1 Open Access Points

An Open Access Point provides all of the services associated with CE to any eligible person in its target population group(s) regardless of whether they receive any other services from the Access Point provider.

2.2.2 Housing Resource Centers (HRC)

Housing Resource Centers are Open Access Points at physical sites located across the County offering in-person and virtual services. Housing Resource Centers must offer the full range of Coordinated Entry activities including outreach, triage, Housing Problem Solving,

assessment and matching to regional resources. HRCs may be targeted to specific populations and geography but must be open to all eligible persons.

2.2.3 24/7 Call Center

Alameda County Coordinated Entry will also utilize a 24/7 Call Center to connect potential participants with HRCs and/or outreach teams and to refer to other resources including prevention and crisis resources. The Call Center will act as an Open Access Point conducting initial screening (Triage), provide referrals to other resources outside of the CE system and carry out warm transfers to HRCs during business hours. Outside of business hours the Call Center will refer to crisis resources and provide households seeking CE services with information about where to access these services and/or when to expect to hear from an HRC.

2.2.4 Limited Access Points

Limited Access Points provide CE services to eligible participants with whom they have an existing service relationship or who must meet additional criteria in order to receive services. Examples of Limited Access Points may include mental health clinics, schools, hospitals, or other settings and certain outreach teams. Limited Access Points must be trained, provide the entire range of CE services, and must use HMIS (unless provider is a Victim Service Provider). Limited Access Points that do not receive funding from a CE-dedicated source will sign an MOU with the Management Entity.

2.2.5 Access through Outreach Teams

Trained and designated outreach teams may serve as either Open or Limited Access Points. Such teams include the County's Street Health teams, which serves as a Limited Access Point serving designated encampments and outdoor locations by region and provides CE services to eligible and enrolled clients.

An outreach team that does not provide the full range of Coordinated Entry activities may refer a participant to an HRC or another outreach team that is able to provide full CE services but must ensure that such connections are easily made and do not delay or deny service to any eligible participant. Examples of such a link may be an outreach team that performs all functions of CE including Housing Problem Solving but refers to an HRC for flexible financial assistance to support an identified problem-solving resolution.

2.3 Access Points for Designated Subpopulations

In order to ensure that access is both convenient, comfortable and appropriate to the range of potential persons and households needing assistance in Alameda County, certain subpopulations of people experiencing homelessness may access the Coordinated Entry system through designated Access Point providers with specialty services designed for this population. One or more designated Access Points may be established for:

1. Transition Age Youth
2. People fleeing domestic or gender-based violence

3. Veterans of the U.S. Military (*proposed*)

Members of subpopulations are not required to use a designated Access Point and may seek and receive services at any Open Access Point.

2.4 Weekend and Evening Access

2.4.1 Access to Emergency Resources

To ensure that persons experiencing a housing crisis or homelessness can be served during times that HRCs are not open and/or street outreach teams are not operating, the CoC has designated the 2-1-1 line to serve as 24/7 Call Center. The call center will have information about resources such as shelter beds that may be open and accepting referrals over a weekend or in the evenings.

2.4.2 Access to Coordinated Entry process

The 2-1-1 call center provides a portion of the Coordinated Entry workflow and can conduct Triage, make referrals to crisis resources, and refer to HRCs for additional services and to conduct assessments. HRCs must make an effort to respond to such a referral within 24 hours if during the work week, or up to 72 hours over a weekend or holiday period. CE Assessments are not required for short-term referrals to crisis resources during times that HRCs and street outreach teams are not operating.

2.5 Non-discrimination and accessibility

2.5.1 Non-discrimination

The Coordinated Entry system including all Access Points and other participating programs may not discriminate against any populations or subpopulations in Alameda County in the Coordinated Entry process. This includes people experiencing chronic homelessness, veterans, adults with children, transitional aged youth, and survivors of domestic violence, regardless of the location or method by which they access the crisis response system.

2.5.2 Language Access

The Management Entity and Access Points must take steps to ensure equal Access for speakers of other languages. At a minimum this means that telephone interpretation in the County's threshold languages will be available via a County-sponsored interpretation line. The Management Entity will also arrange for translation of public facing documents that are key to the CE process. Access Points are encouraged to hire staff who speak languages other than English, and which are widely spoken within the population and/or geography of the Access Point.

2.5.3 Physical Accessibility

When selecting HRC's the County will contract with agencies proposing locations that are physically accessible or are able to make modifications such as adding ramps or elevators for persons who require them. The County will also consider the availability of public

transportation and the proximity of Access Points to other frequently used resources such as local emergency shelters, drop-in centers, free food resources, and other crisis response service locations.

3. ASSESSMENT AND PRIORITIZATION

3.1 Overview of Assessment and Prioritization

The Coordinated Entry process uses specific Assessments to obtain information about both the immediate and long-term needs of persons and households seeking services. Portions of these assessments are weighted and assigned points leading to a score which is used, along with eligibility information, for placing participants on to prioritized queues for referral to crisis and housing resources.

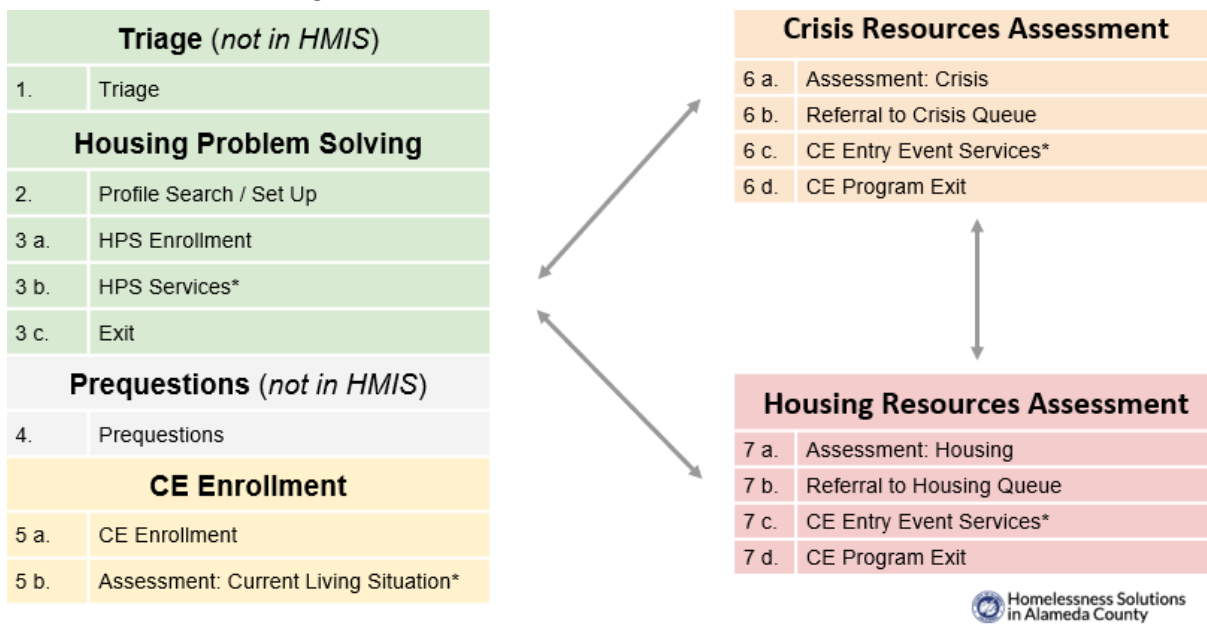
3.2 Overview of Assessment and Prioritization Workflow

The workflow for the phased assessment approach is intended to only collect the information that is needed at each step and to avoid misleading expectations of certain types of assistance.

3.2.1 Steps in Workflow

The Assessment and Prioritization workflow has seven steps. These steps include:

1. Triage
2. Client Profile
3. Conduct Housing Problem Solving
4. Assessment pre-questions
5. Enrollment in Coordinated Entry
6. Crisis Assessment
7. Housing Assessment



3.2.2 Timeframes

While the seven steps of the Assessment and Prioritization process must occur in the order listed above, not all steps must occur at the same time. Access Point staff will determine with a participant whether there is time and interest in proceeding through the steps in one interaction or whether to schedule additional time to complete a step or move on to another step in the process.

3.2.3 Requirement to Follow Workflow

All Access Points must follow the order of the Workflow for the smooth and fair functioning of the Coordinated Entry process. Skipping steps in the workflow may result in some households getting access to resources ahead of others who are eligible and prioritized. It may also result in Housing Problem Solving resolutions that could meet a participant's needs being overlooked or lost.

Access Points or specific Access Point staff which repeatedly fail to follow the workflow may lose their ability to conduct assessments or their access to the Coordinated Entry agency in HMIS.

3.3 Triage

Triage is the first step in the Coordinated Entry process. This step consists of a set of initial questions and steps to determine that the person presenting qualifies for and needs the services of Coordinated Entry. This step also screens for any emergency response needs. It includes three topics areas: urgent needs, safety planning, and eligibility.

3.3.1 Urgent needs

Prior to any other services, an Access Point will assess whether the participant is expressing or displaying any urgent needs such as a health or mental health emergency. In such situations Access Point staff will call crisis services or 911.

3.3.2 Safety Needs and Safety Planning

Questions designed to determine if someone may be a fleeing or attempting to flee domestic violence or human trafficking or is a survivor of the same. Anyone who at this point is identified as a survivor should be offered DV resources. If the person who is a survivor declines these resources, and continues to the next step in the workflow, a Housing Problem Solving conversation, safety considerations and any safety planning should be addressed in the resolution plan.

3.3.3 Housing Status Determination

Participants will be eligible for the services and potential resources of Coordinated Entry if they are currently experiencing homelessness. Questions to determine whether the participant meets the definition of "literal homelessness" will be asked prior to proceeding with the rest of the workflow

- 3.3.3.1 If the above steps result in a participant being eligible for and in need of Coordinated Entry services, the Access Point will proceed to create or update a Client Profile in HMIS
- 3.3.3.2 If the household is not eligible for Coordinated Entry services and could benefit from homelessness prevention, the Access Point will refer to the 2-1-1 line to determine where prevention resources are currently available or may refer the household directly to a homelessness prevention program.
- 3.3.3.3 When prevention resources are available in HRCs and Access Points they are prioritized for people who are at imminent risk of homelessness and/or have previous homelessness, especially those who are completing a rapid re-housing program and remain at high risk for returning to homelessness.

3.4 Housing Problem Solving

3.4.1 Definition of Housing Problem Solving

Housing Problem Solving (HPS) is an engagement approach that is versatile and utilizes empowering engagement to identify and explore options through creative, strengths and resources-focused interaction. The goal is to determine options and participant action toward safe housing solutions outside of the formal housing crisis response system as soon as possible and without need for ongoing support.

3.4.2 Key components of Housing Problem Solving

Housing Problem Solving consists of three key components: an effective HPS conversation, a Housing Resolution Plan if a resolution is identified, and connections to other services and supports which may include:

1. Referrals to other programs and resources
2. Conflict resolution and mediation support
3. Housing search and housing location assistance
4. Flexible funds to help secure a temporary or permanent housing resolution

3.4.3 Continuous Availability of Housing Problem Solving

All Coordinated Entry participants will be offered Housing Problem Solving prior to any Assessment. Housing Problem Solving is also continuously available to anyone who qualifies for services from the Coordinated Entry System. Based on available inventory and whether a household is added to one or more queues, Housing Problem Solving may be the primary service that a person or household is offered.

3.4.4 Housing Problem Solving Policies

Access Points and other programs that offer Housing Problem Solving services as part of the Coordinated Entry process must follow the Housing Problem Solving Policies adopted by the CoC.

3.5 Assessment Pre-Questions

Consistent with the principle that participants should not be asked unnecessary questions or misled as to the likelihood of receiving assistance, pre-questions are used to know if the next steps (enrollment and assessment) are necessary due to the participant's desired services and their likelihood to be prioritized for a resource. These questions will be different depending on the subpopulation to which the participant belongs and the assistance they are seeking, given that anticipated available resources vary by subpopulation.

Pre-questions may change from time to time based on eligibility and prioritization criteria for resources and changes in resource inventory

Pre-questions are not in or recorded in the HMIS system. Access Points will be furnished with the pre-questions and notified if the questions change.

3.6 Coordinated Entry Enrollment

All Coordinated Entry participants that proceed from Housing Problem Solving to an Assessment must first be enrolled in the Coordinated Entry program in HMIS. An enrollment in the CE program allows the CoC to report as required on the operations and outcomes of Coordinated Entry.

3.6.1 Current Living Situation

Current Living Situation is a single-question assessment required by HUD that is part of the HMIS system. Upon enrollment in the Coordinated Entry program, regardless of the agency completing the enrollment, this assessment must be conducted.

In general, this assessment should be updated at every encounter as current living situation may change frequently. However, for programs that may see participants daily, such as street outreach and drop-in programs, a current living situation assessment must be done not less frequently than once per calendar month and at any time that a staff person becomes aware that a participant's living situation has changed.

3.6.2 Disenrollment

A participant is disenrolled from Coordinated Entry if:

1. They are referred to and enroll in another resource, or
2. They have no Coordinated Entry "events" (an HMIS term for any contact with Coordinated Entry) over a six-month period.

Participants who are disenrolled from Coordinated Entry may be reenrolled at any time but must go through the prior steps on the workflow to determine that they remain in need of and eligible for Coordinated Entry services. Disenrollment from Coordinated Entry is a separate step from removal from a queue which is covered below.

3.7 Crisis Assessment

3.7.1 Purpose of Crisis Assessment

The purpose of the Crisis Assessment is to ascertain the household's interest in emergency shelter, transitional housing, or safe parking and to determine the household's relative priority for crisis resources which are currently or anticipated to become available.

3.7.2 Brevity

The Crisis Assessment will be brief and rely primarily on information that can be quickly determined and is of a minimally personal nature.

3.7.3 Crisis Assessment Prioritization Factors

The Crisis Assessment incorporates factors from the participant profile and the Coordinated Entry enrollment, as well as additional questions for determining relative priority. Questions associated with the following factors are used to establish a Crisis Assessment score.

- Prior Living Situation
- Household Information – number and ages of members of the household
- Income – combined household income
- Health – whether one or more members of the household has a condition, disability (including HIV+) or health need that increases their priority for crisis resources

3.7.4 Conducting the Assessment

Access Points will ensure that the time and privacy needed to conduct a Crisis Assessment are available and that the participant is comfortable proceeding before beginning a Crisis Assessment. Access Point staff should explain the process and purpose and the potential outcomes before beginning, though the questions in the assessment should be asked as written.

3.7.5 Active Timeframe for a Crisis Assessment

A Crisis Assessment is considered valid and active for 90 days, *if* nothing in the participant's situation changes. After such time, or if the participant has had a change in circumstances or housing status, the Assessment should be updated.

3.7.6 Messaging after Crisis Assessment

After completing a Crisis Assessment, an Access Point worker can immediately see the participant's score in HMIS. The Access Point worker will refer to the relevant Crisis Assessment Threshold Score for the population group of the participant, if any, in use at the time and will inform the household whether they are being added to the Crisis Queue and what they can anticipate as next steps. The Access Point worker should utilize guidance regarding scores most likely to get matched to a crisis resource to discuss the likelihood and

likely wait time for the desired resource. Guidance will be included in trainings and made available to Access Points.

3.8 Housing Assessment

3.8.1 Purpose of Housing Assessment

The purpose of the Housing Assessment is to ascertain the participant household's interest in and eligibility for time-limited housing subsidies (such as Rapid Rehousing) or permanently subsidized housing and the participant's relative priority for permanent housing that is currently or anticipated to become available.

3.8.2 Scope of Housing Assessment

The Housing Assessment is a more in-depth assessment than the Crisis Assessment. It contains additional questions and questions that are considered to be more personal or sensitive in nature. For this reason, and to avoid creating expectations that are misleading regarding the likelihood of receiving a housing referral, Access Points will seek to minimize the number of persons assessed with the Housing Assessment who, based on the pre-questions, are unlikely to achieve the Threshold Score.

3.8.3 Housing Assessment Prioritization Factors

The Housing Assessment incorporates factors from the participant profile and the Coordinated Entry enrollment, the Crisis Assessment questions, if completed, as well as some additional questions. Questions associated with these factors are used to establish a score.

- Crisis Assessment questions including household size and ages, length of time homeless, disabilities (including HIV+) and health related questions
- Additional questions about health conditions and wellbeing
- Questions regarding housing history and housing barriers
- Questions regarding exposure to violence and risk of violence

3.8.4 Conducting the Housing Assessment

Access Points will ensure that the time and privacy needed to conduct a Housing Assessment are available and that the participant is comfortable proceeding before beginning a Housing Assessment. Access Point staff should explain the process and purpose and the potential outcomes before beginning, though the questions in the assessment should be asked as written.

If the participant has previously completed the Crisis Assessment the Access Point staff will review the recorded responses to these questions as part of the Housing Assessment.

3.8.5 Active Time Frame of Housing Assessment

A Housing Assessment is considered valid and active for 180 days as long as nothing has changed. After such time, or if the participant has had a change in circumstances or housing status, the Housing Assessment should be updated.

3.8.6 Messaging after Housing Assessment

After completing a Housing Assessment, an Access Point worker can immediately see the participant's score. The Access Point worker will refer to the Housing Assessment Threshold Score for all household types and subpopulations that the household is included in and will inform the household whether they are being added to the Housing Queue, what they can anticipate and what they should do as a next step, such as gathering identifying documents and staying in touch.

If the participant is not being added to the Housing Queue the Access Point worker should make clear that it is not likely there will be a long-term housing resource available for the participant and that they may continue to engage with Housing Problem Solving to seek a resolution. They should also share information about other resources that may be available to them, such as getting on affordable housing waitlists, funds for move in costs and potential flexible funding. The participant may remain on the Crisis Queue if they have completed the Crisis Assessment.

4. QUEUES AND QUEUE MANAGEMENT

4.1 Overview of Queues

Queues are ordered lists of eligible and prioritized households used to match and refer to a specific set of corresponding resources available through the Coordinated Entry process. Queues are established and maintained in the HMIS system.

4.2 Crisis Queue

The Crisis Queue is a list of households that have indicated an interest in crisis resources including shelter, transitional housing, and safe parking, and that have been assessed using the Crisis Assessment and prioritized for such resources. The Crisis Queue contains key information about the household that is used to match clients to available crisis resources.

4.3 Housing Queue

The Housing Queue is a list of households that have indicated an interest in one or more types of housing resources and been assessed and prioritized for such resources. The Housing Queue contains key information about the household that is used to establish an order and to match clients to available and anticipated housing resources.

4.4 Threshold Scores

A Threshold Score refers to the score on an assessment that qualifies a participant household to be added to the corresponding queue and to be considered *prioritized* for one or more of the resources available to persons on that queue.

4.4.1 Establishing threshold scores

A threshold score is established by the Management Entity reviewing the current and anticipated inventory over a specified period of time, the anticipated number of qualifying households and estimates of how many referrals may be necessary to fill openings in a timely fashion while not adding participants to queues who are extremely unlikely to receive a referral.

4.4.2 Threshold variation by subpopulation

Because resources for certain subpopulations are more plentiful relative to the population group, such as families with children, Veterans and people living with HIV/AIDS, threshold scores may be different or there may be no threshold score required for certain household types. Information about how to apply thresholds scores will be made available to Access Points through frequent communication and training and will be updated as needed to reflect changes in inventory.

4.4.3 Adjusting threshold scores

Because thresholds scores are established based on available and anticipated inventory and on the number of referrals that are typically needed to fill an opening, the Management Entity can and should adjust thresholds when:

1. A significant increase in inventory occurs or is anticipated that could result in resources being unused or underused if more households are not prioritized for those resources.
2. A significant decrease in inventory occurs that could result in many more households being prioritized than can be anticipated to be served.
3. The ratio at which referrals result in enrollments changes such that more or fewer households should be prioritized in order to fill openings in a timely fashion.

4.4.4 Frequency of adjusting threshold scores

The Management Entity will review all threshold scores for confirmation or adjustment not less than annually, and more frequently if warranted by one or more of the three conditions described above. However, very frequent changes in thresholds are not desirable as this may cause confusion and could result in persons with similar needs getting unequal access to resources.

4.5 Responsibility for Queue Management

- 4.5.1 Authorized Access Point staff have the ability to add participants to queues. Access Points may only add someone to a queue who has expressed interest in that queue, completed the corresponding assessment fully and received a score which meets or exceeds the threshold required to be placed on that queue.
- 4.5.2 Access Points may view in HMIS whether a participant on the queue has been assessed and whether they received the Threshold Score. Access Points are expected to review the queues frequently to ensure that they are not adding participants to queues prematurely or inappropriately.
- 4.5.3 Access Points or specific Access Point staff who repeatedly add participants to queues that do not qualify to be on that queue may lose their ability to conduct assessments.

4.6 Removal from a Queue

4.6.1 Removal from the Crisis Queue

A participant that has received and accepted a referral to a long-term stay shelter, transitional housing program or safe parking site should be removed from the Crisis Queue. Participants who indicate they are no longer interested in a crisis resource should be removed from the Crisis Queue. Participants in a night-to-night shelter or in a respite care shelter bed can be placed on the Crisis Queue if not already on it and may remain on the queue if on it already.

Participants who are removed from the Crisis Queue may and should remain on the Housing Queue unless referred to a program that includes a connected and guaranteed housing resources (such as a TH to RRH program).

4.6.2 Removal from the Housing Queue

A participant should be removed from the Housing Queue when they have been referred to a permanent housing resource within the crisis response system or if they are connected to and enrolled in a mainstream housing resource such as a Housing Choice Voucher, even if they are still engaged in housing search. Participants with a housing referral may remain on the Crisis Queue until they move into housing if they continue to want crisis housing.

4.6.3 Removal from All Queues

A participant should be exited from the Coordinated Entry program in HMIS and removed from all queues, if not already done, when they move into any type of permanent housing including on their own without assistance, if they leave the county without the intention to return within 90 days, are in institutional care for longer than 90 days, if they are deceased, or are no longer interested in being considered for any resource within Coordinated Entry.

4.6.4 Re-referral to Queue

If a participant is automatically or manually removed from either queue they may be reinstated through an updating of the corresponding assessment. The queue entry, however, will be updated with any new information, any change in score and will include the date of the re-referral to the queue.

5. MATCHING

5.1 Overview of Matching

Matching and Referral are the steps used by Coordinated Entry to identify open and available resources for participant households on the Crisis or Housing Queues that fit their eligibility and expressed preferences.

5.1.1 Regional Matching

Regional matching is the process of matching participant households to available or anticipated resources based on the region in which they have sought services. Regional matching is used for Crisis resources and for most Rapid Rehousing and is conducted by Housing Resource Centers. Some Rapid Rehousing programs may be matched to by Alameda County Health Care Services Agency (HCSA) staff in conjunction with HRCs.

5.1.2 County-wide Matching

County-wide matching is the process of matching participant households to available or anticipated resources anywhere in the County based on their eligibility and preferences. County-wide matching is primarily used for non-time limited permanent housing resources such as Permanent Supportive Housing and Dedicated Affordable Housing and is conducted by the Management Entity.

5.2 Matching for Crisis Resources

Participants seeking crisis resources consisting of Emergency Shelter, Transitional Housing and Safe Parking are matched from the Crisis Queue by Housing Resource Centers. Housing Resource Centers generally will match participants on the Crisis Queue from their region to programs within their region. An HRC may match clients from other regions to a crisis resource if there is not an eligible and interested participant from the region, or if another HRC has communicated that a client in their region has a critical need for a placement in another region because that need cannot be met within the region (i.e. safety, proximity to critical care, unusual family size, or need for specific accessibility).

Households are matched and referred to Crisis resources using the following criteria (in this order):

1. Meets the eligibility criteria for the program or opening
2. Meets specific project preferences, such as geographic targeting, as stated in MOUs and/or contracts
3. Score on the Crisis Queue
4. Date of referral to queue

Programs such as TH to RRH programs which combine crisis and housing resources in a single program may, in consultation with the Management Entity, elect to use the Housing Queue to fill the TH slots in lieu of the Crisis Queue (see below).

5.2.1 Denial of Shelter Admission

Any household matched to year-round emergency shelter or transitional housing program through Coordinated Entry can only be denied admission for reasons outlined in the Emergency Shelter Standards for Year-Round Shelters. In addition, if shelter is denied, the shelter operator must inform the referring HRC immediately, so that the household may remain eligible to be matched to another available resource.

5.3 Matching for Rapid Rehousing

Rapid rehousing is matched from the Housing Queue and considers prioritization, participant interest and the likelihood of a household being able to successfully resolve their homelessness with a rapid rehousing intervention (i.e., ability to pay rent independently after the temporary subsidy ends, which is covered by unscored questions in the pre-question phase). Most rapid rehousing resources are regional and are matched at a regional level by HCSA staff in coordination with Housing Resource Centers or directly by Housing Resource Center staff who coordinated closely with HCSA staff.

Some Rapid Rehousing is connected to other programs such as CoC-funded TH to RRH programs which begin with a transitional housing stay and then connect households in the TH program to RRH subsidy and services. In these cases, the RRH portion of the programs do not have to be filled using the CE Housing Queue, *if* the prior enrolling program was matched using either the Housing or Crisis Queue, and if the program maintains clear and objective criteria for enrollment in the RRH portion if such enrollment is not offered to all participants in the connected program.

5.4 Matching for Permanent Housing

Non-time limited permanent housing resources including Permanent Supportive Housing (PSH) and Dedicated Affordable Housing are matched county-wide by dedicated staff at the Management Entity. Countywide matching does not mean that a program or an individual may not have stated geographic preferences.

5.4.1 PSH Pool

The Housing Queue is used for matching to PSH, by focusing on a band of the highest scoring households on the Housing Queue. This group is considered to be in the PSH Pool.

The size of the PSH Pool is determined by:

1. Estimating the number of PSH vacancies in the upcoming year, including from turnover and from new projects leasing up, and
2. Determining a threshold score which targets a number of households that is roughly two times the anticipated PSH vacancies in the next 12 months.

Once a household is in the PSH pool their order or score on the queue is no longer primarily used for matching or for order of referral. Instead, any household in the pool may be matched to an available resource based on the Matching Factors.

5.4.2 Matching Factors for PSH

Households in the PSH Pool are matched to PSH based on the following factors, in this order:

1. Households meets eligibility criteria for the program or opening
2. Household meets PSH project preferences, as stated in regulatory agreements, MOUs and/or contracts
3. Households has all of the documents that are required for enrollment in the housing program (document readiness status)
4. Date of Housing Assessment
5. Participant preferences such as location or housing type
6. Housing Assessment score (used as tiebreaker if needed)

If there is not a household in the PSH Pool that can be connected to the opportunity after all eligible PSH pool participants have been matched, then households below the threshold score will get screened for matching in order of their score.

Households with medical necessity for an ADA unit will be prioritized for these units when available. Matching will follow the above prioritization criteria with this filter added.

5.5 Document Readiness

In order to receive a referral to a housing resource, participants must be “document ready.” This means that they have documentation needed to prove their identity, and their eligibility for the unit or resource available. Typically, this includes photo identification, homeless verification, proof of disability (if an eligibility requirement) and verification of a valid Social Security Number if an eligibility requirement.

5.5.1 Assistance with Document Readiness

Because document readiness is a factor in the order in which participants are offered access to housing resources, assistance with getting and storing necessary documents is a critical aspect of Coordinated Entry services. HRC’s should determine whether a participant desires and needs such assistance, and whether they have an existing service relationship (for example with a shelter or street health case manager) that can assist with this task. High priority participants without such assistance will be prioritized for Navigation (see below). However, if a participant is not assigned to a Navigator and does not have another source of this assistance the Housing Resource Center or the Limited Access Point provider should provide this service.

5.6 Matching to Other Permanent Housing

Other Permanent Housing such as Dedicated Affordable Housing will be matched from the Housing Queue based on a modified version of the PSH matching process, with consideration to the following factors:

1. Households meets eligibility criteria for the program or opening
2. Household meets project preferences, such as geographic targeting, as stated in MOUs and/or contracts
3. Housing Assessment information
4. Participant preferences such as location or housing type

5.7 Matching for Navigation services

Navigation services provide persons who are either matched to a housing resource or likely to be matched to a housing resource by virtue of their placement on the queue with assistance gathering documents, applying, searching for housing, and moving in. They also provide support with referrals and service connections for other needs of the participant. When ample resources are available, Navigation will be offered to any prioritized participant when placed on the Housing Queue that wants these services and does not have a relationship with a service provider able to perform the navigation function.

As Navigation resources are not currently adequate to meet the need, Navigation is matched to and provided in two ways

- 1) Based on availability it is offered to participants in the PSH Pool based on time on the queue
- 2) If not previously matched to a Navigator, Navigation services may be offered when referred to a specific housing resource (such as EHV) that has dedicated Navigation attached to that pathway.

6. REFERRAL

6.1 Referral

A referral is the formal connection by Coordinated Entry of a participant who has been matched to a resource to an entity managing the resource, such as a shelter or housing program.

6.2 Match

Prior to a formal referral being made for any resource, one or more matches may be identified. A match is based on the information in HMIS, if a participant meets the criteria for an opening and they have been prioritized highly enough that they are either going to be referred to an opening directly upon confirmation of interest (such as for shelter) or they are being asked to submit documents for that program.

A match is the first step toward a referral but does not guarantee that a participant will be referred, or if referred that they will be accepted to the program. Typically, with housing programs multiple participants are matched for each opening.

6.3 Matching and Referral for Crisis Resources

When a participant is matched to an open crisis resource, the HRC will attempt to notify the participant, if reachable, and any service provider that is associated with their Coordinated Entry enrollment and/or any other service provider contact such as a Navigator, identified case manager or someone else designated by that participant. Once the participant is reached and confirms interest a referral may be made.

6.3.1 Number and timing of eligible referrals

Crisis resources are referred to one at a time, with one eligible participant referred to each opening.

6.3.2 Confirmation of a Referral

Because it is imperative to fill crisis resources quickly and not leave available beds open, a participant or their representative must respond to the offer of a referral as quickly as possible and within 1 business day.

6.3.3 Acceptance of the Referral and Arrangements for Move in

If a referral is accepted by the participant, the crisis bed operator will notify the HRC. The crisis resource provider will support the participant to prepare for occupying the unit or bed as quickly as possible.

6.3.4 Denial of Referral

If an applicant is denied by the program to which they have been referred, they are eligible to be re-referred to the queue.

6.3.5 Refusal by Participant

In order to allow for participants to exercise choice, a participant may refuse a referral to a crisis resource up to three times before being removed from the Crisis Queue.

6.4 Matching and Referral to Permanent Housing Resources

When a participant is matched to a potential housing resource the Management Entity notifies the provider associated with their Coordinated Entry assessment, and/or any other service provider contact such as a Navigator, identified case manager or someone else designated by that participant and listed in the contact tab in HMIS. The service provider has five (5) business days to respond.

6.4.1 Number of eligible referrals

Depending on the program type and the number of openings, the Management Entity may provide more than one eligible referral.

When an entire building or portion of a building is first leasing up, Coordinated Entry will send 1.5 referrals for each opening.

When there is a single opening within an operating site, Coordinated Entry will make one to two referrals. For a scattered site program in which the applicant will receive a voucher or certificate for subsidy, Coordinated Entry will typically send only one referral at a time.

Housing operators are expected to process referrals in the order referred by Coordinated Entry.

6.4.2 Confirmation of a Housing Referral

The housing operator must confirm receipt of a referral to OHCC. If the applicant appears eligible, the housing operator must contact the applicant and/or their service provider within 10 business days to arrange for any further steps such as an application review or interview. Initial acceptance of the referral may be one step in the process and does not mean that the person has been confirmed as eligible by the housing provider or will be approved for the housing opportunity.

6.4.3 Acceptance of the Referral and Arrangements for Move in

If a referral is accepted the housing operator will notify the service provider, the participant and OHCC. The service provider will support the participant to prepare for move in, including applying for funds for move in costs when applicable. The existing service provider may begin to coordinate a warm hand off to services associated with the housing program or may continue to provide services temporarily or long term if there are not identified services associated with the housing program.

6.4.4 Denial of Referral

If the housing operator reviews the initial referral and the applicant appears ineligible, they will notify OHCC.

Denials after an accepted referral will be communicated to OHCC, the applicant, and their service provider. If an applicant is denied the housing operator will provide documentation of the denial, along with information about how to appeal, to the participant, the service provider and OHCC. If the participant chooses to appeal and their appeal is denied the service provider will support the individual to be re-referred to the Housing Queue if still eligible. The participant may choose not to appeal, in which case the service provider will support the participant to be re-referred to the Housing Queue if still eligible.

6.4.5 Refusal by Participant

A participant may refuse a referral or may, after accepting a referral, determine not to accept the housing unit or resource offered. To allow for participant choice, a participant may refuse two referrals or offers of housing. Upon refusal of a third offer for which they qualify they may be removed from the Housing Queue. For some resources this policy may be changed to reduce the number of offers to two.

6.4.6 Expiration of a Match or a Referral

If a period to respond to a match (5 days) or a referral (10 days) has expired, a participant may still be considered if there are still available units or slots in the program. The participant’s service provider should reach out to OHCC to determine whether they can still submit documents.

7. TRAINING

7.1 Access Point Trainings

All Access Point staff that conduct assessments and carry out Housing Problem Solving must be trained in the Coordinated Entry Workflow and the use of HMIS. This includes having had Privacy and Security training and a valid license for use of HMIS and participating in all introductory level trainings before performing Coordinated Entry work.

All Access Point staff including front line staff and managers must participant in the overview training. Staff conducting Housing Problem Solving and Assessments must participate in all modules related to the participant-facing and queue management work flow, while matchers are provided with training related specially to matches and referrals.

The following chart indicates the training modules and for whom they are suggested or required.

Who takes this course?

CE 2.0 Training by Roles Chart:

ROLE	COURSE							
	1: Overview	2A-B: System Entry & HPS	3A-B: Prerequisites & Enrollment	4: Crisis Assessment & Queue	5: Housing Assessment & Queue	6A-C: Matching & After	7: HMIS Reports	8: Q & A
HRC/Access Points: direct service staff including outreach	Req	Req	Req	Req	Req			Req
HRC/Access Points: Program Manager, Supervisor, HMIS Liaison, QA staff	Req	Req	Req	Req	Req		Req	Req
Shelter, Outreach, Housing Navigators, Other non-HRC/Access Points staff	Req	Req	Req (3A)			Req (6A, 6C)		Sug
HRC staff that does matching	Req			Sug	Sug	Req (6A, 6B, 6C)		Sug

Req = Required. Sug = Suggested

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7.2 Annual Trainings and Refreshers

The Management Entity will make all required training available through recordings and self-guided modules so as not to delay the start of work for new hires. All Access Point staff are expected to participate in at least one training annually which will be made available by the Management Entity. Access Point staff and supervisors are also expected to use the recorded

trainings and accompanying materials to refresh their knowledge as needed and may be directed by the Management Entity to review an existing training prior to proceeding with work.

7.3 Learning Collaborative

The Management Entity will convene one or more Learning Collaboratives of HRC's and other organizations engaged with Coordinated Entry. Learning Collaboratives will include training and reinforcement of training. Access Points must participate in the Learning Collaborative, and representatives should communicate to their staff information that is provided in the Collaborative meetings related to the appropriate delivery and recording of Coordinated Entry services.

8. DATA AND EVALUATION

8.1 Data Collection and Management Reports

The Management Entity uses information collected in the HMIS system to prepare periodic and regular CE Management reports that reflect on the operations and outcomes of the CE system and its components.

8.1.1 Report content

The set of management reports will be determined in conjunction with the CoC. Such reports will contain data available and considered to be reliable about

- number of calls received by the call center seeking housing assistance and number of callers referred by the call center to an HRC
- numbers and characteristics of participants in Housing Problem Solving, services delivered, financial assistance expended, and outcomes achieved
- type and number of assessments administered, and the numbers and characteristics of participants placed on queues
- matches and referrals made including numbers and characteristics of those matched and referred and the success rates of such referrals
- data about the time elapsed between various steps in the Coordinated Entry process such as HPS, Assessment, match, referral and successful program entry.

All Coordinated Entry reports, to the extent feasible, will provide information about the functioning of system as a whole and about the process and results for participants based on race and ethnicity to fully be able to analyze and address racial and ethnic disparities and create racial equity.

8.1.2 Reporting Frequency

Management reports will be provided according to a calendar agreed to by the Management Entity and the CoC.

8.2 Evaluation

8.2.1 Annual Evaluation

HUD requires that CoCs solicit feedback at least annually from participating projects and from households that participated in Coordinated Entry during that time period. Solicitations must address the quality and effectiveness of the entire Coordinated Entry experience for both participating projects and households. This activity may be undertaken by the CoC Board, the Policy Oversight Entity or another entity designated by the CoC Board but may not be undertaken by the Management Entity.

The Management Entity will participate in the annual evaluation by providing information to the CoC, which may include data such as in the reports mentioned above, a self-evaluation using a tool such as the HUD Self-Evaluation format or such form as the CoC may prescribe, and other information as requested and feasible depending on time.

8.2.2 Third Party Evaluator

The CoC does not have to but may choose to engage a third-party evaluator. If such a determination is made, the CoC and the Management Entity will work together to develop a scope for outside evaluation work. The Management Entity will not have a vote in the selection process for an Evaluation Entity if one is to be selected through a competitive process but is able to participate in review and discussion. The Management Entity must provide access to a selected Third-Party Evaluation Entity as needed to conduct its work, including to Management Entity staff and materials.

9. Grievances and Complaint Tracking

9.1 Right to File a Grievance

Participants and potential participants in Coordinated Entry have the right to file a grievance, receive a response and, if they desire, appeal the determination regarding any aspect of their experience or treatment regardless of where or from what Access Point they receive services.

The [Coordinated Entry Grievance Policy](#) includes a requirement that all Access Points have a program or agency Grievance Policy that meets the requirements of the Policy and that they make a copy of the grievance policy and their procedure available to all participants.

9.2 Tracking and Reporting

The Management Entity requires all Access Points track and log complaints and grievances and share the log no less than annually with the Management Entity. The Management Entity shall review the logs and the dispositions of all grievances and present a summary of the findings to the CoC as part of any annual evaluation process.

APPENDIX A: GLOSSARY

Access: The method by which people experiencing a housing crisis learn that Coordinated Entry exists, access crisis response services, and are connected to the process to determine through *assessment* which intervention might be most appropriate to rapidly connect those people to housing.

Assessment: The use of one or more standardized assessment tool(s) to determine a household's current housing situation, housing and service needs, risk of harm, risk of future or continued homelessness, and other adverse outcomes.

Access Point: Access Points are the virtual or physical places or programs where an individual or family experiencing homelessness or at imminent risk of homelessness seeks and receives assistance to connect to resources from the Housing Crisis Response System that are available through Coordinated Entry. An Access Point may be Open or Limited.

Client: Client is a term used within the HMIS system for a participant or potential participant in Coordinated Entry that has a record in HMIS. This term may be used when specifically referring to HMIS but for Coordinated Entry the terms potential participant, participant and participant household are preferred.

Comparable Database: A comparable database is a relational database that meets all HMIS Data Standards and does so in a method that protects the safety and privacy of a survivor.

Continuum of Care (CoC): A geographically based group of representatives that carries out the planning responsibilities of the Continuum of Care program pursuant to HUD regulations. These representatives come from organizations that provide services to the homeless or represent the interests of the homeless or formerly homeless.

Countywide Matching: The process of matching eligible participants to available or anticipated openings across the entire County.

Crisis Assessment: The Crisis Assessment is a short set of questions recorded in HMIS which are used to ascertain the participant's eligibility for and interest in emergency shelter, transitional housing or safe parking and the household's relative priority for crisis resources currently or anticipated to be available. It is used to determine whether a participant is placed on the Crisis Queue.

Crisis Queue: The Crisis Queue is a list of households that have indicated an interest in crisis resources including shelter, transitional housing and safe parking, and that have been assessed using the Crisis Assessment and prioritized for such resources. The Crisis Queue contains key information about the household that is used to match clients to available crisis resources.

Homeless Management Information System (HMIS): A Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

Housing Assessment: The Housing Assessment is a set of questions recorded in HMIS which are used to ascertain the participant's eligibility for and interest in emergency shelter, transitional housing or safe

parking and the household's relative priority for crisis resources currently or anticipated to be available. It is used to determine whether a participant is placed on the Crisis Queue.

Housing Crisis Response System: The set of programs, funding, activities, and coordination that is specifically intended to address the needs of people experiencing homelessness.

Housing Problem Solving: Housing Problem Solving is an engagement approach that is versatile and utilizes empowering engagement to identify and explore options through creative, strengths and resources-focused interaction. The goal is to determine options and participant action toward safe housing solutions outside of the formal housing crisis response system as soon as possible and without need for ongoing support.

Housing Queue: The Housing Queue is a list of households that have indicated an interest in one or more types of housing resources and been assessed and prioritized for such resources. The Housing Queue contains key information about the household that is used to establish an order and to match clients to available and anticipated housing resources.

Housing Resources: Housing resources that clients are matched to through Coordinated Entry including Permanent Supportive Housing, Dedicated Affordable Housing, and Rapid Re-Housing (RRH) resources.

Limited Access Point: Limited Access Points provide CE services to eligible participants with whom they have an existing service relationship or who must meet additional criteria to those for CE in order to receive services.

Match: Matching is the process of identifying one or more participants who are eligible for an available or anticipated resource and making a connection between them which begins the process which may lead to a referral.

Open Access Point: An Open Access Point provides all of the services associated with CE to any eligible person in its target population group(s) regardless of whether they receive any other services from the Access Point provider.

Participant: A person who for themselves, or on behalf of a household experiencing homelessness, receives services from the Coordinated Entry system.

Potential Participant: A person who for themselves, or on behalf of a household experiencing homelessness, seeks services from the Coordinated Entry system.

Prioritization: The Coordinated Entry-specific process by which all persons in need of assistance who use Coordinated Entry are assessed using standard and consistent information and given a priority rank, score or status relative to other eligible persons.

Queue: A list of clients that have been assessed and prioritized for a resource.

Referral: The process by which persons who are prioritized for available resources within the Coordinated Entry process are connected to the resource(s) for which they are prioritized and eligible. Referral process includes eligibility screening, monitoring project availability, enrollment coordination, managing referral rejections, and tracking the status of the referral throughout the referral process.

Regional Matching: The process of matching eligible participants to available or anticipated openings within a specific region.

Resource: Refers to any program opening that is filled used the Coordinated Entry process. A Housing resource is an opening in a housing-related program. A crisis resource is an opening in emergency shelter, transitional housing or safe parking.

Subpopulation: A subset of people experiencing homelessness or at risk of homelessness who share certain characteristics of household type, age or status and may be served based on their membership in the subpopulation. Subpopulation categories in Coordinated Entry include Adult Only households, Family Households with Minor Children, Transition Age Youth (TAY) ages 18-24, Seniors ages 62 and older, Veterans of the U.S. Military, People living with HIV or AIDS, and Survivors of Domestic Violence.

Threshold Score: The score on an assessment needed to qualify the participant to be placed on the corresponding queue.

Victim Service Provider (VSP): A Victim Service Provider is a private nonprofit organization whose primary mission is to provide services to victims of domestic violence, dating violence, sexual assault, or stalking. Providers include rape crisis centers, domestic violence shelter and transitional housing programs, and other programs.