Homeless Housing, Assistance and Prevention (HHAP) Grant Program

<u>Submission ID NOFA-HHAP00088</u>

Applicant Information

<u>Eligible Applicant Name:</u>
Eligible Applicant Name Response: Oakland

<u>Eligible Applicant Type:</u>
Eligible Applicant Type Response: City with population greater than 300,000

<u>COC Number:</u>
COC Number Response: 502

<u>Eligible Applicant Email:</u>
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<u>Eligible Applicant Phone:</u>
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<u>Administrative Entity Name and Address:</u>
Administrative Entity Name and Address Response:
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<u>Is This a Government Entity?</u>
Is This a Government Entity Response: Yes

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Applicant Redirections?

Applicant Redirections Response:
Applicant Redirections Response: No

1. Homelessness Response System Gaps Assessment

When determining local funding priorities, it is critical to understand the current gaps in the local homelessness response system. Each community faces unique challenges in reducing and ending homelessness, so an assessment of current resources and understanding the needs yet to be fulfilled is critical to ensuring the effective and efficient use of new resources. This can be done in various ways and can include conducting a community needs assessment, holding local public forums, talking with service providers and people experiencing homelessness, and utilizing HUD's seven system-level performance measures that help communities gauge their progress in preventing and ending homelessness.

To successfully complete this section of the application, applicants will need to provide the following:

1. A narrative description of the most recent assessment process used to determine local gaps in housing services for persons experiencing homelessness in the applicant's community. Information should include but is not limited to:

    a. How data collection methods were used to determine gaps (ie: HUD's homeless Point-in-Time count, Continuum of Care Housing Inventory Count, Longitudinal Systems Analysis, and Stella tools, HMIS Annual Performance Reports for Emergency Shelter (ES), Transitional Housing (TH), Rapid Rehousing (RRH), and Permanent Supportive Housing (PSH), as well as any recently conducted local needs assessments);

    Homelessness Response System Gaps Question 1a - Begin Answer
    In 2019, recognizing the surge in homelessness over the past two years, and specifically, its disproportionate racial impacts in communities of color, the CoC collaborative implemented a racial equity and homeless response system modeling project to analyze gaps in our system. The purpose of this modeling process was to: 1) Identify and address factors leading to the over-representation of people of color in the population of people experiencing homelessness; 2) Understand how facets of the homeless system benefit or burden people of color and pinpoint opportunities to advance racial equity within the system; 3) Formulate key elements of a model homeless system, including optimal types and quantities of housing units and service programs; and 4) Develop recommendations to more effectively and equitably allocate resources, prioritize investments, and advance proactive, targeted strategies to end homelessness.

To this end, Oakland, in partnership with the Coc, the County, and other stakeholders, employed a Racial Equity Impact Analysis (REIA) as our method of collecting information.

REIA is a data-driven, structured problem-solving approach that explores the systemic benefits and burdens on communities most impacted by racial disparities when designing and vetting potential solutions. This requires: 1) Focusing intentionally on race, including raising awareness of historical factors that advantage some and disadvantage others based on race; 2) Using disparity data to center further investigation of root causes of disparities in the present time; 3) Engaging people who have been impacted by disparities to challenge assumptions about their experience; 4) Using quantitative and qualitative information to shape pro-equity programs and inventory recommendations to reduce racial disparities in outcomes; 5) Implementing pro-equity programs and approaches to reduce racial disparities in outcomes; and 6) Ongoing evaluation and accountability through the development of equity performance measures to track progress.

The REIA framework used in this project was developed by the City of Oakland's Office of Race and Equity.

The 2019 EveryOne Counts! Point In Time Count Report and Homeless Management Information System (HMIS) are the data sources used to estimate population demographics and homeless system performance, respectively. Longitudinal System Analysis (LSA) through Stella Performance

REIA recognizes that system planning efforts often leave out the perspectives of people who are most impacted by system decisions. For this reason, the REIA team aimed to elevate the voices of people with current or former experiences of homelessness, and in particular, those over-represented racial groups in the homeless population. To this end focus groups were implemented to include the voices of unsheltered people living in encampments, homeless immigrants, young adults, seniors, and households with minor children.

Homelessness Response System Gaps Question 1a - End Answer

b. How people with lived experience of homelessness had ongoing meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they have meaningful opportunities to inform all levels of system planning over time;

Homelessness Response System Gaps Question 1b - Begin Answer As mentioned above, focus groups were used as the primary strategy to ensure people with lived experience meaningfully participated in the systems modeling process. Nine 90-minute focus groups were

conducted in English and one in Spanish, with facilitators who shared the participants' racial/ethnic backgrounds. Focus groups followed a semi-structured interview guide (see Appendix A) with questions about the root causes of homelessness, barriers to obtaining housing, and homelessness prevention, crisis and interim services, housing barriers, types of housing interventions, and returns to homelessness. Several notetakers attended each focus group and used a standardized template to record the conversation, then collated their notes afterward to increase accuracy and collect verbatim quotes. Notetakers also provided observations and insights into key messages, tone, and dynamics within each focus group.

A total of 57 people shared their lived experiences to inform homeless system modeling. Focus group sites were selected to ensure representative participation across race, age, household composition, geographic regions, and sheltered, unsheltered, and formerly homeless perspectives. Participants were recruited by staff at these sites. See Appendix A for the numbers and demographics of participants by race/ethnicity, gender, age, and homelessness status. Participants were invited to speak openly about their lives, experience of homelessness, and interactions with homeless programs, services, and systems. Participants received a meal and were compensated for their time.

Overall, people with lived experience had significant influence on the gaps assessment and racial equity analysis assessment. In addition to the focus groups, individuals with lived experience participated in these processes through their membership on the various CoC committees; HUD CoC Committee, Leadership Board, Systems Coordination Committee, NOFA Committee, RBA Committee, and the Youth Action Board.

Homelessness Response System Gaps Question 1b - End Answer

c. How organizations that have historically served communities of color but may not have previously participated formally in the CoC and may not be a part of the homelessness provider community had meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they will be engaged in system planning over time;

Homelessness Response System Gaps Question 1c - Begin Answer At the start of the project, a Leadership Committee was formed to consider the models' implications and viability across sectors and jurisdictions. This committee included a broad range of key stakeholders. Elected and civil servant representatives from nine of the 14 cities and unincorporated areas countywide participated in the committee, including: Alameda, Albany, Berkeley, Emeryville, Fremont, Hayward, Livermore, Oakland, and San Leandro. The

Leadership Committee was integral in pushing for formulating the problem of homelessness and its potential solutions through a racial equity lens. This request transformed the models. Infusing racial equity in the system model's approach to resource allocation is both an innovation in homeless system planning and a fundamental requirement for ending homelessness. The Leadership Committee regularly convened (in October 2019; January, February, and May 2020) to provide feedback into the system modeling process.

A Racial Equity Impact Analysis Team was established to develop and apply a racial equity lens in the system modeling efforts. The team included county, city, and homeless community stakeholders who worked closely and collaboratively over seven months (November 2019 to May 2020). Homeless system modeling involved two additional working groups—one focused on households with only adults and another on households with minor children. Participants in the Working Groups included community-based service providers as well as city and county departments involved in homeless housing, support services, and adjacent systems (education, re-entry, transition-aged youth, seniors/older adults, victims of domestic violence/human trafficking, and health care). Informed by data (on County homeless population and homeless systems data), provider knowledge about service populations, and existing and potential service delivery models, the Working Groups developed program models, assembled combinations of programs (pathways) needed to end homelessness, and determined the proportion of the homeless population that would be best served through each pathway.

At the CoC level, people with lived experience participate in most related boards and committees including:

- CoC leadership Board
- CoC Committee
- NOFA Committee
- System Coordination Committee
- RBA Committee
- Youth Advisory Board

In addition, within the City of Oakland, the Human Services Department has recently developed a Capacity Building Program to address the disparities in who we contract with for homeless services. This initiative will identify organizations both led by and serving communities that have been underrepresented in the provider community and/or poorly served. A cohort of small community led organizations will go through intense training and capacity building to support the further development of each organization. The intention is to increase the number of providers, whose demographics are in line with those being served in our system, who have the capacity to apply for and administer

government funded programs. Information will be gathered regarding the effectiveness of the program for future replication to continue to build our provider community.

In addition, a local ballot initiatives raising funds for homeless services requires a Commission to make recommendations on policy. Commission composition requires some members have lived experience but a subcommittee of currently homeless individuals will also be established to provide immediate feedback and expertise to the overall Commission.

Homelessness Response System Gaps Question 1c - End Answer

d. How gaps were assessed for special populations such as families, youth, victims of domestic violence, seniors, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented;

Homelessness Response System Gaps Question 1d - Begin Answer As mentioned above, Racial Equity Impact Analysis Team included service providers from various sector including education, re-entry, transition-aged youth, seniors/older adults, victims of domestic violence/human trafficking, and health care. Further, two additional working groups—one focused on households with only adults and another on households with minor children (both of which included domestic violence victim service providers) participated in the modeling process. In addition, focus groups were implemented to include the voices of unsheltered people living in encampments, homeless immigrants, young adults, seniors, and households with minor children.

Homelessness Response System Gaps Question 1d - End Answer

e. How racial or ethnic disparities in the delivery of homeless services were assessed;

Homelessness Response System Gaps Question 1e - Begin Answer The City of Oakland participated in the Countywide efforts which implemented a racial equity and homeless response system modeling project to analyze gaps in our system. Please see above.

Homelessness Response System Gaps Question 1e - End Answer

f. How frequently gaps assessments are conducted;

Homelessness Response System Gaps Question 1f - Begin Answer The City of Oakland participates in Alameda County-CoC- system-wide gap assessments. This is an annual gap assessment using our

system model and housing inventory count to assess targets, update the model with unsheltered PIT Count data every other year. City of Oakland is developing a racial equity outcome report by strategy that will be part of the provider reporting quarterly. This data will also be used to update Oakland's goals annually.
Homelessness Response System Gaps Question 1f - End Answer

g. How findings are used to make informed decisions for funding projects within the community; and

Homelessness Response System Gaps Question 1g - Begin Answer
Prior to the County's Racial Equity System Modeling described above, in December 2019 the City's updated five year (2020-2024) framework to address homelessness was presented to the City Council. This PATH (Permanent Access To Housing) framework was created by using Oakland specific data to do system modeling on a local level. The framework is aligned with the Alameda County's Everyone Home Plan from 2018, but is responsive to the specific needs of Oaklanders. The framework laid out major goals, strategies, costs and recommendations for immediate next steps. The policy priorities recommended under the PATH Framework include:
•   Preserve existing capacity of homeless prevention, crisis response beds/spaces, and health and hygiene interventions.
•   Improve efficiency of existing beds to be housing focused – equipping shelter and transitional housing beds with additional exit resources (subsidies and services).
•   Improve program evaluation, data analysis, and agency capacity building with a focus on racial equity.
•   Increase capacity across all parts of the homeless response system, including the creation of deeply affordable permanent housing
Since the PATH policy priorities were adopted by the City Council, they have been used to make informed decisions about how to prioritize new homelessness funding within the City, including the use of HEAP, HHAP, State COVID funds, and Federal COVID funds as well as new local funding sources.
Homelessness Response System Gaps Question 1g - End Answer

h. How the applicant will conduct ongoing system performance evaluation to ensure the impact of HHAP-2 funds throughout the spending period and determine if adjustments are needed to address gaps in the homelessness response system.

Homelessness Response System Gaps Question 1h - Begin Answer
The City of Oakland, Human Services Department, receives regular

monthly or quarterly reporting on performance outcomes from all homeless services providers. These outcome measures are taken from the County's Results Based Accountability (RBA) measures. In addition to data, providers complete narratives to discuss any measures that are 10% or more below the measure's benchmark. In fiscal year 20/21, the City of Oakland implemented a new data collection and evaluation system using a fillable template that feeds into a data visualization tool. Starting with Q2 data, providers will receive data visualizations of their quarterly data along with a quarterly conversation with the City staff managing the project to discuss any areas of success or concern.   The City has also worked with HUD TA providers and our County HMIS system Administrator to create data reports that can break the performance measures down by race, allowing us to see how the program is serving specific demographics of clients.

COO analyzes the submitted program data along with fiscal spending data internally as well as with providers to ensure collaboration and understanding of programmatic needs. It allows the City to address improvement needs in program administration. While the goal of the data and fiscal review is to support providers and partner with them in finding solutions to challenges, there are also concrete steps that the City takes when grants continue to be underperforming and/or underspending. For example, projects that are spending funds too slowly and not serving enough people may have a mid-year adjustment where some funds removed and given to providers who will spend them faster and serve more individuals. In more extreme circumstances, the City has removed funding from a specific program altogether due to chronic under performance. In addition to looking at program performance the City of Oakland will continue to partner with the CoC and County on systemwide analysis. This analysis includes surveying currently and recently homeless individuals as well as participating in the Point-in-time count in the coming year which will provide critical information around system gaps and disparities.

Homelessness Response System Gaps Question 1h - End Answer

2. The most recent gaps assessment that was conducted and the date in which it was completed. Reports can be attached, but all applicants must summarize main findings within this section. Reports submitted without a summary will not be accepted. Summaries must include, but are not limited to:

   a. Current number of people experiencing homelessness in the community including demographic information, and the existing programs and funding which address homelessness within the jurisdiction;

Homelessness Response System Gaps Question 2a - Begin Answer
Demographics:

The 2019 Point in Time Count shows that of the 8,022 people experiencing homelessness in Alameda County 4,071 were identified as residing in Oakland, accounting for 51% of the total homeless population in Alameda County. Men make up 60% of people experiencing homelessness, 36% identify as women, two percent identify as transgender, and two percent as gender non-binary. Seventy-three percent of people experiencing homelessness were between 25 and 59 years, with 14% aged 60 years or older, and nine percent aged 18 to 24 years. Four percent of people experiencing homelessness are younger than 18 years of age. African American's overwhelmingly make-up the majority of persons impacted by homelessness in the City of Oakland, totaling 70% of people served. 37% of people experiencing homelessness in Oakland are white and 13% are mixed race. Other races each make up less than 5% of the homeless population.

83% of homeless households are adult only. Households with minor children make up 5% of all households experiencing homelessness, with unaccompanied youth and young adults making up 12%. This population is traditionally difficult to identify and enumerate and it is acknowledged that this may be in undercount.

Although many homeless people have experienced domestic violence, households fleeing domestic violence make up a relatively small proportion of the overall number of households experiencing homelessness each year. The precise number of households fleeing domestic violence is unknown. The working groups, which included domestic violence victim service providers, decided to develop models inclusive of these households' needs rather than create separate models for victims fleeing domestic violence.

Veterans make up an estimated 15% of all households experiencing homelessness in a year; the majority are households with only adults. The community decided to develop the models to be inclusive of these households' needs, recognizing that there are resources dedicated to serving homeless veterans.

Homeless Transition Aged Youth aged 18 to 24 (TAY) make up 11% of all people experiencing homelessness in Oakland. TAY is an important subpopulation with specific needs that may differ from other populations. Oakland funds dedicated shelter and housing inventory set aside to meet young people's unique needs. The model for households with only adults includes specific pathways for TAY. TAY service providers participated in the working groups, the Racial Equity Impact Analysis (REIA) included a focus group with

members of the Youth Advisory Board, and two formerly homeless TAY participated in the Leadership Committee. The Oakland-Berkeley-Alameda County Continuum of Care (CoC) is currently developing a youth-focused modeling process that includes extensive youth representation.

Households experiencing chronic homelessness—defined as homeless for a year or longer with one or more disabling conditions—make up 21% of all homeless households in Oakland. The model for households with only adults does not include a surge because there are thousands of chronically homeless households with only adults. For this reason, the models for households with only adults are designed to effectively serve a significant proportion of households with disabilities and long durations of homelessness.

Homelessness Response System Gaps Question 2a - End Answer

b. Data and qualitative information showing any gaps or disparities in access to services, delivery of services, and housing placement and housing retention outcomes for special populations such as families, victims of domestic violence, seniors, youth and young adults, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented;

Homelessness Response System Gaps Question 2b - Begin Answer
Based on the 2019 assessment/system modeling discussed above staff are not seeing disparities in these populations identified as special.
Homelessness Response System Gaps Question 2b - End Answer

c. Data and qualitative information showing any racial or ethnic disparities in access to services, delivery of services and housing placement and housing retention outcomes of homeless services;

Homelessness Response System Gaps Question 2c - Begin Answer In Oakland, the drivers of homelessness fall most squarely on the backs of the African American community who, due to long standing structurally racist practices such as red lining and employment discrimination, are most vulnerable to losing their homes. Nearly 70 percent of individuals who are homeless in Oakland are African American, while only comprising 24 percent of the City's population. In Oakland, the work of addressing and ending homeless must be defined by what works for African Americans first and foremost in order to reduce the racial disparities in homelessness in Oakland.

The information below is based on the racial equity system modeling that was completed in 2019 at a Countywide level. In the future we will have access to Oakland specific racially disaggregated data which may show some differences from the County as a whole.

High and Racially Disproportionate Inflow into the Homeless System Disaggregating the first-time homeless data by race shows that the flow of people into homelessness is racially disproportionate. In FFY 2019, Black and Native Americans entered the homeless system at five times their representation in the general county population. Black people made up 58% of people entering the homeless system for the first time, compared with 11% of the general population in Alameda County. Native Americans comprised 5% compared with one percent of the county population.

While inflow into homelessness is racially disproportionate, administrative data from the Homeless Management Information System (HMIS) shows that access to homeless system programs is roughly proportionate to the racial breakdown of the homeless Point in Time (PIT) count. People who identify as Black or African American access homeless response system programs at higher rates than their proportion of the population. Rates of access among Native Americans, Asian, and Native Hawaiian are equivalent to their population demographics. People who identify as Multiracial or White access homeless programs at lower rates than their proportion in the PIT population measures. Reasons for the variation among Black, Multiracial, and White participants in homeless programs may stem from the concentration of homeless-serving programs in Oakland and Berkeley, where according to PIT data, a greater proportion of the homeless population is Black; 70% in Oakland and 56% in Berkeley.

Structural racism is obscured by personal responsibility. The racial equity focus groups highlighted a structural pattern of racism in participants' personal stories about homelessness. When structural racism is not named as a central driving factor of homelessness for Black, Indigenous, and people of color then it is lived, practiced, and systemically constructed as a personal failure.

Racism is culturally and institutionally entrenched in the United States, in California, and in Alameda County. The disproportionate number of people of color who are experiencing homelessness is the result of structural racism, with origins in manifest destiny, slavery, redlining, mass incarceration, and displacement. The REIA focus groups highlighted a lifetime of racial discrimination accumulated in the experiences of homeless Black, Indigenous, and other people of color. These include experiences of mass incarceration, barriers to education, adverse health impacts, generational poverty, the loss of family and other networks of social and economic support.

Structural racism impacts entire social systems, distressing the networks and supports that may otherwise prevent homelessness. Participants in the racial equity focus groups frequently described family and friends as providing economic and housing stability during times of insecurity. At the same time, the cumulative impact of structural racism may thin or distress these networks and make Black, Indigenous, and people of color vulnerable to homelessness making it difficult or impossible for to establish these forms of support.

Racial discrimination and economic inequality are interconnected. The racial equity focus groups show that the impact of structural racism in homeless people's lives makes it difficult to increase income.

Homeless housing programs participate in the displacement of low-income communities of color from Alameda County. The race equity focus groups affirmed the point in time count survey finding that homeless people have ties to the communities where they experience homelessness. At the same time, the high cost of housing means that like many low-income households, homeless housing programs increasingly cannot find affordable housing opportunities in Alameda County. This dynamic disproportionately displaces Black, Indigenous, and other households of color from Alameda County. The racial equity analysis argues that it is critical to have homeless permanent housing resources in every city, including Oakland.

Homelessness Response System Gaps Question 2c - End Answer

d. Any other disparities that were found in the delivery of homelessness services including rates of successful permanent housing placements, and housing retention rates;

Homelessness Response System Gaps Question 2d - Begin Answer
2019, the rate of returns to homelessness countywide was 18%, with 312 persons returning to homelessness within two years of leaving the homeless housing crisis response system for permanent housing destinations. Disaggregating the data by race shows that Pacific Islanders and African Americans have the highest rates of return to homelessness, at 23% and 21% respectively. Native Americans and Multi-Racial people are in the middle, each with a rate of return at 17%; followed by Whites at 14%; Latinx at 13%; and Asians at 7%. It is notable that some groups have a small sample size, including Pacific Islanders (n = 40) and Asians (n = 72).

Homelessness Response System Gaps Question 2d - End Answer

e. Using the Service Gap Analysis Chart below, identify which areas of the local homelessness response system (e.g. shelter, rental subsidies, supportive housing) have gaps in resources based on the needs of people experiencing homelessness in the community.

Homelessness Response System Gaps Question 2e - Begin Answer
Due to the high levels of homelessness in Oakland, homeless services are needed in all areas to address the varying needs of the homeless population.
The chart below is based on Alameda County data modeling.
Homelessness Response System Gaps Question 2e - End Answer

Table: SERVICE GAP ANALYSIS

	Total # of Clients Currently Needing This Service	Total # of Clients Currently Receiving This Service	Remaining Need
Interim Housing/Shelter Beds	5555	2225	3330
Rental Assistance	1437	633	804
Supportive Housing (Permanent)	4696	3545	1151
Outreach	5440	3632	1808
Prevention/Diversion	1915	321	1594

2. Regional Resources Planning

When working within the homelessness system, it is critical to assess the current resources available within the community to ensure any new resources are most effectively and efficiently targeted to best serve people experiencing homelessness within the community. Given the high number of people experiencing homelessness in California and the unprecedented amount of federal and state funds available to address homelessness, HCFC expects applicants to coordinate all available funding to safely shelter and permanently house as many people experiencing homelessness in the applicant's community as possible, with a particular focus on rehousing individuals currently living in Project Roomkey (PRK) sites.

HCFC requires all HHAP-2 applicants to complete a **Homelessness Response Local Investment Plan (Appendix A)** that lists all regional resources used to address homelessness. The document includes different interventions within the homelessness system. For each intervention, please tell us:

- The funding source(s) used to assist in the delivery of the intervention. If several funding sources are used, please list them in order of highest amount of funding used for the intervention to the lowest;
- If the funding source is covered by more than one applicant (i.e. County and Continuum of Care) please list separately. Do not combine allocations; and
- When referencing units of measurement, please reference service basis unit of measurement. Example: $500,000 in funding provided RRH to approximately 20 households over XX period of time.

In addition to filling out the **Homelessness Response Local Investment Plan** document, applicants must answer the following narrative question that will support the information provided:

1. What efforts are made to coordinate all available local, state and federal funds that can address homelessness in the applicant's community?

   Regional Resources Planning Question 1 - Begin Answer
   - Weekly Coordination Meetings between Cities of Oakland, Berkeley, Alameda County, and the CoC backbone organization (EveryOne Home) to conduct system planning for permanent housing. Weekly meetings are facilitated by HUD T.A. providers with a focus on aligning federal, along with local and state resources, including recent CARES Act funding within the investment framework provided by our community's System Modeling process ('Centering Racial Equity in Homeless System Design').
   - Our local Continuum of Care's subcommittee that sets policies for our Housing Crisis Response System ('System Coordination Committee') is

a coordinating body with representation from county, city, CBO leadership, and people with lived expertise with a shared goal of increasing and aligning system resources.

- Regional Coordination Meetings for CES, including County, City, and CBO staff, with an eye to effectively allocating homeless system resources within each of the five geographic regions in Alameda County.
- The County Homelessness Roundtable (County Department Leadership) and Homelessness Operations Committee (County staff across departments) ensure alignment between County Departments and staff who administer a variety of local, state, and federal funding programs dedicated to ending homelessness. Representation includes Health Care Services, Housing and Community Development, Probation, Social Services, County Administrator's Office, General Services Agency, and Public Works.
- Alameda County Housing and Community Development hosts bi-monthly all Cities call to ensure coordination and communication on development of PSH and deeply affordable housing.
- PSH Pipeline convening between City of Oakland, Oakland Housing Authority, and County staff (Health Care Agency and Housing and Community Development) to align funding efforts for supporting key development projects that include homeless set-asides specifically in Oakland.
- City of Oakland has regular internal coordination meetings between Human Services, Housing and Community Development, City Administrator's Office and Mayor's office to align on funding priorities.
- Elected officials from all Alameda County cities and AC Board of Supervisors have met periodically to discuss, engage and set policy on homeless services.

Regional Resources Planning Question 1 - End Answer

3. HHAP-2 Funding Plans

When planning how to target new HHAP-2 resources, it is essential to do so in direct response to the gaps assessment and current regional investment planning described in Sections 1 and 2. HHAP-2 funding plans must state the specific gaps that will be addressed with these new funds and provide sufficient detail to ensure that any selected projects will effectively meet identified gaps. HCFC expects applicants to clearly understand and identify the intervention types requiring funding prior to initiating their local project selection processes.

Applicants must identify and describe each intervention type they intend to fund with their HHAP-2 grant and how much of their HHAP-2 funding they intend to focus on that intervention type. Applicants must also describe how investing in the requested interventions will meet the previously identified needs of their community.

Intervention Types are broken into six categories: (1) Outreach; (2) Interim Housing; (3) Rental Assistance; (4) Permanent Supportive and Service-Enriched Housing; (5) Diversion and Homelessness Prevention, and (6) Services.

Applicants should utilize the HHAP-2 **Application Guidance** document for detailed information on how these interventions can be implemented, how they work together, and how HCFC recommends prioritization and utilization of these interventions.

In addition to providing information on how the applicant intends to utilize their HHAP-2 funds on specific interventions, applicants must also outline the amounts they intend to allocate to the eligible uses that will support the interventions throughout the duration of the grant period.

To successfully complete this section of the application, applicants will need to provide the following:

1. Using the **Funding Plan Template** **(Appendix B)** and **Expenditure Plan Template** **(Appendix C),** provide detailed information for each of the intervention types and eligible uses being proposed for HHAP-2 funding. (**NOTE:** Specific project information for the intervention types identified will be requested at a later date once the local selection process has been completed.)

2. Describe how the applicant intends to prioritize funding towards local Project Roomkey permanent housing pathways. If an applicant does not intend to prioritize funding in this way, they must explain what other resources have been identified to meet this need locally to ensure that households staying at Project Roomkey sites move to permanent housing and do not return to unsheltered locations or congregate settings.

HHAP-2 Funding Plans Question 2 - Begin Answer

In partnership with Alameda County, The City of Oakland has developed a financial plan to house all Project Roomkey clients. Oakland will pair ESG-CV funds with a portion of the County's HHAP funds to provide permanent housing options and support to those exiting emergency shelter hotel rooms designated for Oakland residents. This plan includes a temporary change in the Coordinated Entry System Ranking process prioritizing homeless individuals in Project RoomKey - identified as the most vulnerable to the effects of COVID-19.

HHAP-2 Funding Plans Question 2 - End Answer

3. Describe the activities budgeted for grant administration. In the applicant's response, describe the overall grant administration staffing plan to accomplish the applicant's goals and activities. Provide information on roles that will be responsible for ensuring the successful execution of HHAP funded projects.

HHAP-2 Funding Plans Question 3 - Begin Answer
please see below
HHAP-2 Funding Plans Question 3 - End Answer

Descriptions should include but are not limited to:

a. The number of full-time employees (FTE) or percent of time per FTE that will be employed by the applicant dedicated to the execution of HHAP-2.

HHAP-2 Funding Plans Question 3a - Begin Answer

Current planning within the City of Oakland is to primarily use staff who are funded through HEAP and HHAP round 1 funding to continue administering HHAP round 2 funds. The current HEAP/HHAP funded staffing includes: one outreach case manager who provides direct services to encampments, one administrative analyst II, one administrative analyst I, and one program analyst II. These positions oversee grant administration including contracting, invoicing, and data, and reporting and ensure prompt implementation as well as fiscal accountability. reporting and ensure prompt implementation as well as fiscal accountability.

HHAP-2 Funding Plans Question 3a - End Answer

b. Existing staff positions that will be leveraged to fulfill this need.

HHAP-2 Funding Plans Question 3b - Begin Answer

Staff positions which are leveraged to support this funding include portions of: a Planner, the Community Housing Services Division Manager, a Program Analyst III position who project manages many interventions

funded with State HEAP/HHAP dollars, an Accountant II and a Fiscal Manager. These positions are in addition to the overall Human Services departmental infrastructure to support efficient and responsible grant administration across $100 million in a variety of services with federal, state and local funding supporting community services.

HHAP-2 Funding Plans Question 3b - End Answer

4. In what ways the applicant's jurisdiction is leveraging the adult system to serve youth and in what ways the homelessness response system has been or will be adapted to youth; and how the applicant will use HHAP-2 funding to ensure youth can access services and that targeted spending meets their needs.

HHAP-2 Funding Plans Question 4 - Begin Answer

The City of Oakland has developed a comprehensive and continually evolving homeless response system providing population wide and targeted services which youth have clear access to. COO's Family Front Door program identifies unsheltered families with minor dependents to provide immediate shelter with a purpose of keeping youth off the street. COO also oversees programs designed to address the specific needs of homeless youth 18 – 24 years old. Working with homeless youth providers in the city, COO serves youth through emergency shelter transitional housing and RRH voucher programs.

Oakland leads and participates in homeless youth provider collaborations. Specifically, COO convenes Oakland homeless youth providers quarterly to review program data, discuss and troubleshoot challenges supporting homeless youth. COO also partners with Alameda County on the Alameda County Homeless Youth Collaborative (ACHYC), a group for homeless youth and youth providers systemwide. In 2019, The Alameda County Youth Action Board, with input from various stakeholders from the ACHYC, put forth funding strategies to address youth homelessness. Youth specifically requested additional youth specific beds, financial support, peer-to-peer support and work training/development programs. In response to these recommendations, COO is funding additional shelter beds for youth and is in the process of developing a homeless TAY guaranteed income pilot which will provide financial aid to homeless and vulnerable head-of-household youth. In January, COO plans to hear further recommendations from homeless youth and homeless youth providers on funding priorities and developments in the homeless youth community due to the current pandemic and plans to continue these dialogues to inform funding decisions.

The Department of Humans Services also manages a related community fund, Oakland Fund for Children and Youth, that provides augmented support of $19 million annually, to local agencies supporting youth development. The portfolio of programs include many agencies such as

Dream Catcher and First Place Fund for Youth, that are central to the transition age youth homeless service system.
HHAP-2 Funding Plans Question 4 - End Answer

5. Describe how the applicant will incorporate meaningful collaboration with individuals that have lived experience being homeless throughout funding planning, design, implementation, and evaluation.

HHAP-2 Funding Plans Question 5 - Begin Answer
The City of Oakland established a homeless commission to provide advice and guidance to City Council on strategies to remedy homelessness. Members of the commission were strategically chosen to include people who have a deep connection with homeless services and reflect the community members most negatively impacted by homelessness. Six of the nine members identify as African American or Latino and include individuals with lived experience and leaders of nonprofits providing daily services to the homeless population. The commission is charged with providing direction to the Mayor and City Council on specific funding appropriated for homeless services. In addition, the commission is in the process of developing an advisory group wholly staffed by currently unsheltered people to provide recommendations to the commission and the City Council.
The City of Oakland contracts with many community-based organizations to administer services to the unhoused community. In these relationships we work with providers to include consumer input in their processes and program reviews. In 2021, we look to enhance these practices with our contractors and are currently researching best practices to develop a new process to be implemented across project types.
For youth specific planning decisions, COO has coordinated with the Youth Action Board, the Oakland Youth Commission, and youth providers to inform the design of the youth financial support program. This process plans to include collaborative meetings with youth and providers as well as surveys. COO believes in the invaluableness of incorporating the expertise of people with lived experience and will continue to include their input in decision making process and program design.
Please see question 1b for a description of how people with lived experience were included in recent system modeling efforts.
HHAP-2 Funding Plans Question 5 - End Answer

4. HHAP-2 Goals

Creating performance targets that can be clearly measured every year ensures a commitment to locally shared goals. Utilizing the local needs assessment, applicants must identify the areas of impact to be targeted by HHAP funds in Section 3: HHAP-2 Funding Plans, and in this section must present specific and measurable goals for those investment areas. These goals should inform how applicants design HHAP programming and should be stated in the local selection process funding announcements and subcontracts so that local applicants and the selected subrecipients understand program expectations.

HHAP Programmatic Goals
HHAP statute mandates that applicants set goals related to the total number of individuals served and, of those served, the number who will be successfully placed in permanent housing due to HHAP-2 investments.

For interventions funded with HHAP, applicants must show how their jurisdiction plans to use their HHAP investment to meet statutorily-required goals by providing the following in the table below: (1) number of individuals that *currently* need this intervention; (2) number of households expected to be served, annually and over the entire grant period; and (3) number of households expected to be placed into permanent housing, annually and over entire grant period.

Note: identified need below should be the same as the numbers indicated in Section 1.

Table – Statutory Goals by Intervention Type – Permanent Supportive and Service-Enriched Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that *currently* need this intervention	0					
# of individuals expected to be served by HHAP-2	0	0	0	0	0	0
# of individuals expected to be placed into permanent housing through HHAP-2	0	0	0	0	0	0

Table – Statutory Goals by Intervention Type – Rental Assistance

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that *currently* need this intervention	0					
# of individuals to be served	0	0	0	0	0	0

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
# of individuals to be placed into permanent housing	0	0	0	0	0	0

Table – Statutory Goals by Intervention Type – Interim Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that *currently* need this intervention	5555					
# of individuals to be served	1434	60	0	0	0	1494
# of individuals to be placed into permanent housing	573	18	0	0	0	591

Table – Statutory Goals by Intervention Type – Diversion and Homelessness Prevention

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that *currently* need *equity* this intervention	0					
# of individuals to be served	0	0	0	0	0	0
# of individuals to be placed into permanent housing	0	0	0	0	0	0

Table – Statutory Goals by Intervention Type – Outreach

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that *currently* need this intervention	5440					
# of individuals to be served	100	0	0	0	0	100
# of individuals to be placed into permanent housing	10	0	0	0	0	10

Table – Statutory Goals by Intervention Type – Services

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
# of individuals to be served	45	0	0	0	0	45
# of individuals to be placed into permanent housing	22	0	0	0	0	22

In addition to setting clear goals on numbers served and numbers moved into permanent housing, applicants must also provide the following:

1. Any additional systemwide goals the applicant's jurisdiction and/or region has identified and the metrics used to evaluate progress towards those goals.

    HHAP-2 Goal Question 1 - Begin Answer
    As part of the City of Oakland's five year PATH Framework, the City is focused on the following systems goals:
    •   Ensure fewer people become homeless through targeted homeless prevention for those most at risk of literal homelessness.
    •   Address impacts of unsheltered homelessness by utilizing an encampment management policy that ensures relevant service provisions while mitigating public safety and public health concerns at street encampments.
    •   Maintain, improve, and expand crisis response beds to help rapidly resolve encampments that are posing significant fire and/or safety risks.
    •   Return people to housing as quickly as possible by augmenting shelter and transitional housing beds with exit resources. (e.g. rental subsidies, security deposits, supportive services)
    •   Increase the supply of ELI and PSH by leveraging internal and external partnerships to expand both tenant-based and project-based strategies.
    Specifically, the City is working towards the following metrics:
    •   Increase exits to permanent housing over CY 2020 levels by 50%
    •   Increase targeted homelessness prevention to serve an additional 250 households per year
    •   Serve approximately 650 households per year with anti-displacement funding
    •   Maintain 40 hygiene sites and double investments in showers
    HHAP-2 Goals Question 1 - End Answer

2. An update on systemwide goals identified in HHAP-1 and explanation of any goal modifications made in response to changing needs.

    HHAP-2 Goal Question 1 - Begin Answer
    In the City's HHAP-1 application the goals specific to HHAP-1 funding included providing crisis beds/ parking spaces to approximately 1922 individuals per year. From these programs, which offer various levels of housing exit support, the City expected to place 837 individuals (44%) into permanent housing. The City has only just begun spending HHAP-1 funding and these goals remain the same at this time.
    HHAP-2 Goals Question 1 - End Answer

3.	At least one clear, measurable performance goal related to how HHAP-2 funding will address racial disparities identified in the jurisdiction's homelessness response system.

HHAP-2 Goal Question 1 - Begin Answer

In Oakland, the drivers of homelessness fall most squarely on the backs of the African American community who, due to long standing structurally racist practices such as red lining and employment discrimination, are most vulnerable to losing their homes. Over 70 percent of individuals who are homeless in Oakland are African American, while they only represent 24 percent of the City's population. In Oakland, the work of addressing and ending homeless must be defined by what works for African Americans first and foremost in order to reduce the racial disparities in homelessness in Oakland. Overlying all of the City of Oakland's PATH Framework is the goal of addressing equity by eliminating racial disparities in the rates at which people experience homelessness, and rates they exit to stable housing. One way to impact these metrics is to ensure that individuals are being served in their own communities by providers from those communities.

As described previously, the City is embarking upon a Capacity Building Program to address the disparities in who we contract with for homeless services. This initiative will identify organizations both led by and serving communities that have been underrepresented in the provider community and/or poorly served. A cohort of small community led organizations will go through intense training and capacity building and receive a mini grant to support the further development of each organization. The intention is to increase the number of providers, whose demographics are in line with those being served in our system, who have the capacity to apply for and administer government funded programs. The goal of the capacity building project is to support 5 new agencies to become eligible to apply for and administer government homelessness funding by the end of FY 21-22. We expect that these new providers will contribute to our overall racial equity goals of:
Reducing returns to homelessness among African American households by 20% and reducing first time homelessness among African American households by 20%.
A performance goal across HHAP 2 intervention types will be to maintain a 70% African American participation rate.
HHAP-2 Goals Question 1 - End Answer

4.	At least one clear, measurable, youth-specific performance goal related to HHAP-2 investments, including an explanation of how the applicant's

jurisdiction accounts for the unique service needs of youth when determining how to set performance targets for youth set-aside funding interventions.

HHAP-2 Goal Question 1 - Begin Answer

The City of Oakland plans to work with the CoC in the youth gap assessment process. Upon results yielded from this process, goals, funding decisions and outcomes will be developed to directly address youth homelessness in Oakland. The planning process has begun with a goal of completion by the end of CY 2021.

HHAP-2 Goals Question 1 - End Answer

5. Local Project Selection Process

Applicants may choose (though they are not required) to contract with local nonprofits and service providers to administer the services detailed in their HHAP-2 Funding Plan. When contracting for services, applicants shall select qualified service providers that provide services which match the needs of the local population of people experiencing homelessness and which are HHAP-eligible activities that are in line with the applicant's HHAP-2 Funding Plan.

HCFC encourages applicants to consider how these funds are accessible to smaller and non-traditional organizations that have historically served communities of color but may not have previously participated formally in the CoC or been a part of the homeless provider community.

To successfully complete this section of the application, applicants will need to provide the following:

1. An explanation of how HHAP-2 funds will be distributed and whether a local project selection process will be utilized to select subcontractors.

   Local Project Selection Process Question 1 - Begin Answer
   Since 2018, the City of Oakland has utilized a rolling RFQ process to simplify and expedite the process of selecting providers to operate programs funded with state HEAP and HHAP dollars. The RFQ lists several general scopes of work, as well as one "other" scope of work and invites providers to share their vision and expertise for how to implement programs. Current subcontractors were selected through this RFQ process which continues to be active and will be utilized to select future subcontractors. Nonprofit organizations may apply to the RFQ using the City of Oakland's website. Proposals are reviewed on a quarterly basis for consideration for contracting and providers are added to a pool of eligible contractors. As new funding is available, the City selects providers from the eligible list. Additional selection processes such as written materials and/or interviews may also be used at the time of selection. We are currently exploring the feasibility of including the new Oakland Homeless Commission and/or it's advisory committee of people with lived experience into the RFQ review process.
   In addition, as described elsewhere, the City has developed a process to identify new emerging local organizations through a cohort training and development program which includes a stipend. These organizations will be provided the tools to enhance their capacity and be competitive in a bidding process. Participants will be encouraged to apply through the RFQ process to partner with the COO on homeless initiatives. In addition to identifying new providers, this process is meant to increase equity and inclusiveness among providers, by outreaching to and recruiting members representing underrepresented communities and applicants who target

Local Project Selection Process Question 1 - End Answer

Will subcontractors be utilized? Yes

a. If the applicant *is not utilizing* a local selection process, please include the following in the explanation:
   i. Description of why this is the best funding plan for the community; and

      Local Project Selection Process Question 1a.i. - Begin Answer
      Local Project Selection Process Question 1a.i. - End Answer

   ii. Description of how applicants will ensure equitable access to services funded.

      Local Project Selection Process Question 1a.i.i. - Begin Answer
      Local Project Selection Process Question 1a.i.i. - End Answer

b. If the applicant *is utilizing* a local selection process, please include the following in the explanation:
   i. What is the process and timeline for project selection?

      Local Project Selection Process Question 1b.i. - Begin Answer
      See Above response - question 5.1
      Local Project Selection Process Question 1b.i. - End Answer

   ii. How will the applicant encourage new partners to participate?

      Local Project Selection Process Question 1b.i.i. - Begin Answer
      See Above response - question 5.1
      Local Project Selection Process Question 1b.i.i. - End Answer

   iii. How will people with lived experience of homelessness, including youth with lived experience, have meaningful and purposeful opportunities to shape the selection process and funding decisions?

      Local Project Selection Process Question 1b.i.i.i. - Begin Answer
      See Above response - question 5.1

We are currently exploring the feasibility of including the new Oakland Homeless Commission and/or it's advisory committee of people with lived experience into the RFQ review process.
Local Project Selection Process Question 1b.i.i.i. - End Answer

    iv. How will the applicant promote equity and ensure underrepresented communities can be competitive applicants for funding?

Local Project Selection Process Question b.i.v. - Begin Answer
See Above response - question 5.1
Local Project Selection Process Question b.i.v. - End Answer

2. Describe how systemwide collaboration would occur among homelessness service providers and other social safety net providers. How do these collaborative efforts help minimize or avoid the duplication of service and effort?

Local Project Selection Process Question 2 - Begin Answer
To advance system-wide collaboration, the City of Oakland convenes and participates in several collaborative meetings for the purposes of information sharing, system development and service efficacy. Current collaborative efforts which the City convenes includes monthly Community Cabin learning communities, monthly Coordinated Entry Operations meetings ,a monthly meeting of providers in the OPRI (Oakland PATH ReHousing Initiative), and a quarterly meeting of City funded homeless youth providers. These collaborations allow providers and funders to learn and develop together and align on goals, promoting a collaborative system. Oakland also participates in region wide collaborations including those led by the CoC and Alameda County. These meetings provide an opportunity for information sharing ensuring each jurisdiction is aware of what the next jurisdiction is planning and, when appropriate, leading to partnerships in program development and administration. The City of Oakland's participation on the CoC's System Coordination Committee is an example of a systemwide collaboration that brings together homeless providers, government entities in various service areas, community-based organizations, service consumers to work together to learn from each other and plan system components. The City also participates in the CoC Leadership Board, CoC Committee, and other joint City/County/CoC planning efforts such as the one currently underway to plan for exits from the RoomKey hotels.
Local Project Selection Process Question 2 - End Answer

In addition to the narrative questions above, check all box(s) that apply to the applicant's community:

Table – Local Project Selection Process Assessment

LOCAL PROJECT SELECTION PROCESS ASSESSMENT (check all that apply)
Local Project Selection Assessment Statement: The process will clearly define for potential subcontractors which types of projects will be prioritized for funding and which needs identified in the needs/gaps assessment are intended to be met by funding such projects. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will prioritize programs that address the disproportionate impacts that homelessness and COVID-19 have on communities of color, particularly Black, Latinx, Asian, Pacific Islander, Native and Indigenous communities. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will remove barriers to competitive participation by applicants representing marginalized communities. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will use objective criteria to evaluate projects for funding. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The objective criteria used to evaluate projects will include data on past performance related to the proposed activity (for example, an existing rapid rehousing provider applies to provide rapid rehousing services with HHAP funds and provides HMIS data to show a history of positive outcomes) Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The objective criteria used to evaluate projects will allow applicants applying to perform services not previously performed by their organization, to provide other data or outcome results to support their competency to perform the proposed activity. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will have provisions to allow for innovation, while balancing the need for data and performance-based decision-making. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will be posted publicly on a platform that is accessible to the public. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will consider the severity of needs and vulnerabilities of the proposed target population in its objective criteria – and aligns its prioritization of these needs with the needs identified through the community needs assessment process. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will avoid conflict of interest. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will only fund programs that follow a Housing First approach. Local Project Selection Assessment Response: <mark>Yes</mark>
Local Project Selection Assessment Statement: The process will include people with lived experience to have meaningful and purposeful opportunities to inform and shape all levels of planning and implementation. Local Project Selection Assessment Response: <mark>Yes</mark>

6. Racial Equity Efforts

HHAP-2 applicants should prioritize the advancement of racial equity at every level of the homelessness response system. Applicants must be actively involved in their homelessness response systems, facilitating partnerships among service organizations, and promoting racial equity practices. Applicants must respond to disproportionality in access to services, service provision, and outcomes. Applicants cannot simply rely on delivering a standardization of services to address equity. Applicants have the responsibility to examine their data to ensure all eligible persons receive equitable services, support, and are served with dignity, respect, and compassion regardless of circumstances, ability, or identity.

HCFC encourages applicants to consider how these funds are accessible to smaller and non-traditional organizations that have historically served communities of color but may not have previously participated formally in the CoC or been a part of the homeless provider community, and how these funds would address the organizational capacity of organizations that are led by Black, Latinx, Asian, Pacific Islander, and Native and Indigenous people that support the goal of reducing and ending homelessness.

To successfully complete this section of the application, applicants will need to provide the following:

1. Using the **Racial Demographic Data Worksheet (Appendix D)**, please provide the Continuum of Care Outcomes by Race and Ethnicity.

2. Describe how the local homelessness response system or projects the applicant is planning use policy and practices to ensure equal access and non-discrimination when serving prospective and new program participants.

   Racial Equity Efforts Question 2 - Begin Answer
   a.   System modeling is informed by racial equity impact analysis and will guide new investments including prevention and housing problem solving
   b.   Results based accountability committee is working on a race equity dashboard to help programs dissect access, outcomes, and returns to homelessness by race and ethnicity
   c.   City of Oakland is developing HMIS reports that providers will use as part of their quarterly reporting on performance measures. These reports will look at all outcomes in aggregate and with data disaggregated by race.
   Racial Equity Efforts Question 2 - End Answer

3. How does the applicant's grant making process and/or funding decisions include prioritization of programs that are addressing the disproportionate impacts that homelessness and COVID-19 have on communities of color,

particularly Black, Latinx, Asian, Pacific Islander and Indigenous communities?

Racial Equity Efforts Question 3 - Begin Answer

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

In understanding this, The City of Oakland (COO) has utilized HHAP to directly fund programs aimed at providing services to people of color and is taking a deeper look beyond the rate at which different populations are served to look at the rate of outcomes by race. COO will gain further understanding of disparities among racial identities in our homeless system through the newly developed equity report process, which breaks down outcomes by race for specific programs and program types, informing us about how well the system is working for specific populations. This will ultimately drive future program administration and funding decisions to ensure disparities are addressed and overrepresented populations are prioritized.

The City's new provider capacity building program, intended to identify small community-based agencies led by people of color and connected to overrepresented populations in the unhoused community, will continue to identify and address disparities in who is served and how well they are served.

In addition, providers interested in contracting with the City of Oakland must go through the RFP or RFQ process. The RFP requires applicants to describe how their proposed scope of work will address (or advance) issues of race and equity. This section impacts the overall score. An evaluation component to add preference points for applicants with lived experience and/or representative of the priority population will be added to the RFQ process with a goal to ensure overly represented populations are prioritized for services.

Racial Equity Efforts Question 3 - End Answer

4. How are the voices of Black, Latinx, Asian, Pacific Islander and Indigenous communities being developed as central in creating effective approaches to reducing and ending homelessness?

Racial Equity Efforts Question 4 - Begin Answer

a.   In the City of Oakland (COO), African Americans comprise 70 percent of all homeless individuals throughout the city. COO has made conscious efforts to include diverse voices, with an emphasis on African American staff, in decision making at the City level. The departments which are

tasked with developing and working on homeless initiatives place value on recruiting and retaining staff who represent communities most impacted by homelessness.

b.	On a system-wide level, COO participated in the system modeling and racial equity impact analysis, named Centering Racial Equity in Homeless System Design. This process relied upon people with expertise of currently and formerly homeless people who are disproportionately Black, Indigenous, Pacific Islander, and Latinx. Interviews and focus groups highlighted root causes of homelessness as well as the barriers to obtaining and retaining housing. These insights validated quantitative analysis of HMIS data and formed the basis for program and inventory recommendations. In short, the structure of our ideal system is envisioned through the insight of Black, Indigenous, and Latinx persons with lived expertise.

c.	The Oakland-Berkeley-Alameda County CoC is currently undertaking a governance re-design process to center racial equity in governance and lift up the decision-making of persons with lived expertise of homelessness.

Racial Equity Efforts Question 4 - End Answer

5.	Does the applicant have a strategy to expand the reach of funding to underserved and marginalized communities and non-traditional providers who can reach and serve disproportionately impacted communities? If so, please describe.

Racial Equity Efforts Question 5 - Begin Answer

The City of Oakland, the Human Services Department has recently developed a Capacity Building Program to address the disparities in who we contract with for homeless services. This initiative will identify organizations both led by and serving communities that have been underrepresented in the provider community and/or poorly served. A cohort of small community led organizations will go through intense training and capacity building to support the further development of each organization. The intention is to increase the number of providers, whose demographics are in line with those being served in our system, who have the capacity to apply for and administer government funded programs. Information will be gathered regarding the effectiveness of the program for future replication. We see this program directly empowering our most impacted community members with leaders emerging out of communities which are over represented in the homeless population resulting in improved outcomes.

In addition, through the modeling process, the county has identified the following opportunities to Increase Racial Equity in the Homeless Response System Model which has become our main focus of work moving forward:

•	Increase the availability of homeless housing for people with extremely low incomes and high service needs. Permanent Supportive Housing (PSH) is the only form of deeply subsidized housing available in the homeless response system. Long lengths of time homeless and a disability are required to qualify for this type of housing, which includes intensive, coordinated services. PSH works

very well to help formerly homeless people with disabilities and long histories of homelessness to obtain permanent housing and prevent returns to homelessness. Because PSH works well, there are very few PSH units available each year. During FFY 2019, PSH had a turnover rate of just 8%. There is not enough PSH to serve all extremely low-income, disabled households experiencing chronic homelessness. For this reason, the modeling recommends increasing the amount of PSH available in the homeless response system to accommodate 25% of households with only adults and 10% of households with minor children.

• Create targeted homelessness prevention and rapid resolution resources. To respond to the intensifying, racially disproportionate inflow of people into homelessness, the models recommend investment in prevention resources targeted toward households most at risk of becoming homeless. Prevention resources include flexible funds, which can be used for car repair, back rent or utility bills, or stabilizing an extended family unit to keep one or more household members from becoming homeless. Prevention also takes ongoing shallow subsidies to address the gap between a household's earned income and high housing costs. This approach recognizes persistent shortfalls in income for households living from paycheck-to-paycheck and struggling to cover housing and basic living expenditures at their earned wage levels. Oakland looks to target prevention efforts that will stabilize the whole family unit or household.

• Create homeless housing opportunities in Oakland. REIA highlighted the extremely limited housing options available in Alameda County for extremely low-income people. As a consequence, quantitative and qualitative data demonstrate the mounting pressure on low-income people to find more affordable housing elsewhere. The homeless response system must not participate in displacing low-income communities of color from Oakland. City of Oakland is working on identifying and developing housing opportunities in Oakland which will allow participants to choose to live in the communities where they work, have social support networks, and receive services.

• Increase access by lowering programmatic barriers to participation in crisis services. The equity focus groups highlighted the value and need for low-barrier crisis services. These include supports for unsheltered households such as safe parking, laundry, hygiene services, storage, and street outreach. Lowering barriers to crisis services also means taking a critical eye to restrictions, including but not limited to curfews, storage, and food. These goals are a main focus of the City of Oaklands emergency housing and support funding strategies.

• Improve Communication. The racial equity impact analysis showed that too often, participants receive inconsistent messages and incorrect information. The homeless response system plans to increase efficacy around communication about available resources, eligibility criteria, and the process for accessing resources.

Racial Equity Efforts Question 5 - End Answer

6. Describe how the priority population(s) learn about and enter local homelessness programs, including marketing and communication strategies used.

Racial Equity Efforts Question 6 - Begin Answer
The City of Oakland is committed to ensuring all persons at-risk of or currently experiencing homelessness have equal access available housing and related support services. We are also committed to ensuring awareness of all rights and responsibilities afforded to a consumer of the coordinated entry process. These efforts include:

• COO has a street outreach program which informs the most impacted populations and connects households to available housing resources. The street outreach program is currently being enhanced, utilizing HHAP funding, to increase the amount of people with lived experience outreaching to the most impacted populations to inform them of resources and connect them to shelter and permanent housing options.

• Standard and consistent marketing information is available on the EveryOne Home website and flyers can be printed for distribution. Marketing information is targeted to: homeless and at-risk, single adults, families, youth, veterans and people fleeing domestic violence.

• The utilization of Alameda County's 2-1-1 information and referral line with multiple language and TDD capacity as an initial referral portal.

• Designated access points with drop-in hours have been established throughout the County and outreach workers are deployed to serve people with multiple barriers to access.

• Policies and procedures to reduce barriers and discrimination based on race, color, religion, sex, age, national origin, familial status, disability, sexual orientation, and gender identity have been written and are reviewed on a regular basis.

• Quarterly review of aggregate data is conducted to identify potential signs of discrimination or differential treatment of particular groups. Utilizations Promotion and Outreach: The City of Oakland is committed to ensuring all persons experiencing homelessness remain aware of the assessment and referral process to access available housing and related support services. These efforts include the utilization of Alameda County's 2-1-1 information and referral line with multiple language and TDD capacity as an initial referral portal. Outreach workers servicing Oakland have received training on the coordinated entry assessment tool and process including Housing Problem Solving. Designated access points with drop-in hours operate across the City of Oakland. Policies and procedures to reduce barriers and discrimination based on race, color, religion, sex, age, national origin, familial status, disability, sexual orientation, and gender identity have been written and are reviewed on a regular basis through a System Coordination Committee. Quarterly review of aggregate and disaggregate data is conducted to identify disparities in service utilization and outcomes. Alameda County's Coordinated Entry operates through a network of access points (2-1-1, Housing Resource Centers, Outreach)

==and administrative coordination (Resource Zones) to identify, assess, prioritize, and match eligible people to housing services and programs.==
 Racial Equity Efforts Question 6 - End Answer

7. How is the applicant making community project grants accessible to smaller organizations that have historically served communities of color, but may not have previously participated formally in the CoC or as a part of the "homeless provider" community?

 Racial Equity Efforts Question 7 - Begin Answer
== As discussed above, the City of Oakland, the Human Services Department has recently developed a Capacity Building Program to address the disparities in who we contract with for homeless services. This initiative will identify organizations both led by and serving communities that have been underrepresented in the provider community and/or poorly served. A cohort of small community led organizations will go through intense training and capacity building to support the further development of each organization. The intention is to increase the number of providers, whose demographics are in line with those being served in our system, who have the capacity to apply for and administer government funded programs. Information will be gathered regarding the effectiveness of the program for future replication. We see this program directly empowering our most impacted community members with leaders emerging out of communities which are over represented in the homeless population resulting in improved outcomes.==
 Racial Equity Efforts Question 7 - End Answer

8. How does the applicant partner with organizations that are addressing racial equity in the housing and homelessness response system?

 Racial Equity Efforts Question 8 - Begin Answer
== COO is requiring all partners/subcontractors to pull and evaluate race specific data with a focus on developing a racial equity lens among providers. Providers are expected to recognize and address concerns around equity. COO will review data quarterly and confer and collaborate with providers as needed to address concerns around racial equity. This will inform future funding and programmatic decisions.==
==In addition as a part of the Capacity Building Process, the scoring criteria of the RFQ process will be updated to include preference points for applicants that have lived experienced and/or identify as an overly represented population in the homeless system. The RFP currently includes a component to assess the scope of work of the applicant's project and how it will address (or advance) issues of race and equity.==
==The City of Oakland has a Department of Race and Equity whose Director was very involved in the recent systems modeling efforts and who is available to provide consultation to City departments as they move towards more equitable allocation of city resources. The Human Services Department has consulted with==

the Department of Race and Equity as part of developing RFP and RFQ processes and as part of developing the data tools that disaggregate outcomes measures by race. Staff will continue to utilize this internal City expertise in the future.

Racial Equity Efforts Question 8 - End Answer

9. How will the applicant ensure that racial disparities are addressed with this funding?

Racial Equity Efforts Question 9 - Begin Answer

The City of Oakland, Human Services Department, receives regular monthly or quarterly reporting on performance outcomes from all homeless services providers. These outcome measures are taken from the County's Results Based Accountability (RBA) measures. COO, in partnership with the Alameda County HMIS Administrator and our contracted providers, has developed HMIS reports to disaggregate outcome data by race, providing detailed data regarding who we are serving in our system, the rate at which we are serving specific demographics and program outcomes. This data looks at outcome by race, allowing us to review our system at both the provider level and the system level. This ultimately allows us to make informed decisions around developing new projects and enhancing existing projects to improve racial equity throughout our system. In addition, COO will work closely with each provider to review their organization level and project level data to identify successes, shortcomings and disparities. We will then use this information to collaborate with the program to remedy these concerns and hold internal discussions to assess funding decisions.

The City of Oakland also recognizes the importance of including Latinx in metrics designed to evaluate racial disparities and is exploring ways to do this within HMIS.

Racial Equity Efforts Question 9 - End Answer

In addition to the narrative questions above, check all boxes that apply to the applicant's community:

Table – Racial Equity Assessment

RACIAL EQUITY ASSESSMENT (check all that apply)
Racial Equity Assessment Statement: We have a racial equity policy within the organization I work for.   Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We collect racial, ethnic and linguistic data on clients and constituents outside of HMIS.   Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: We provide language interpreter/translator services for people who speak languages other than English.   Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We collect data on service-user or constituent satisfaction with our organization regarding racial equity.

Racial Equity Assessment Response: ==Planning to Implement==

Racial Equity Assessment Statement: We have formal partnerships with organizations of color. Racial Equity Assessment Response: ==Implemented==
Racial Equity Assessment Statement: We allocate resources for engagement and outreach in communities of color. Racial Equity Assessment Response: ==Implemented==
Racial Equity Assessment Statement: Racial equity and cultural competency training are offered to employees within the applicant's organization. Racial Equity Assessment Response: ==Implemented==
Racial Equity Assessment Statement: We meet regularly with leaders from communities of color specifically to discuss racial equity within the homelessness system. Racial Equity Assessment Response: ==Planning to Implement==
Racial Equity Assessment Statement: We analyze to assess whether equitable access to new and existing shelter facilities is being provided to people of color, especially Black, Latinx, and Indigenous populations most impacted by homelessness, and examine data to determine if there are other disparities to be addressed, such as by age, ethnicity, disability, gender status, family composition, etc. Racial Equity Assessment Response: ==Implementing but could benefit from assistance==
Racial Equity Assessment Statement: We have convened and actively engage with a lived experience board that represents the population served. Racial Equity Assessment Response: ==Planning to Implement==
Racial Equity Assessment Statement: We ensure strategies and communications efforts have broad geographic reach, including into rural areas and in support of Tribal communities. Racial Equity Assessment Response: ==Planning to Implement==
Racial Equity Assessment Statement: Providers and front-line staff reflect the people they serve including the necessary language skills to serve sub-populations. Racial Equity Assessment Response: ==Implementing but could benefit from assistance==
Racial Equity Assessment Statement: We have access to data on racial/ethnic disparities to guide our planning and implementation of HHAP funding. Racial Equity Assessment Response: ==Implemented==
Racial Equity Assessment Statement: Our work includes performance measures to determine how well we are doing to address racial disparities. Racial Equity Assessment Response: ==Implemented==
Racial Equity Assessment Statement: We have developed and implemented a plan to address racial disparities in the homelessness response system. Racial Equity Assessment Response: ==Implementing but could benefit from assistance==
Racial Equity Assessment Statement: We host or participate in trainings dedicated to improving equitable outcomes. Racial Equity Assessment Response: ==Implementing but could benefit from assistance==

7. Regional Collaboration and Partnerships

HHAP program funds are intended to support regional coordination and expand local capacity to address homelessness. Demonstration of how jurisdictions have coordinated and will continue to coordinate with other jurisdictions is a critical factor of funding. With HHAP-1 funding, applicants were required to partner with other applicants to make collective funding decisions for their communities. HHAP-2 funding should increase and improve those partnership efforts.

To successfully complete this section of the application, applicants must provide the following:

1. Describe the process by which neighboring HHAP-funded jurisdictions are coordinating together to address homelessness, including funding collaboration and coordination, peer learning, and data sharing.

   Regional Collaboration and Partnerships Question 1 - Begin Answer
   Oakland coordination efforts with the CoC and the County to identify regional needs is built into the CoC governance infrastructure as well as outlined in the Alameda County 2018 Strategic Plan Update (http://everyonehome.org/about/the-plan/). The City of Oakland, Alameda County Office of Homeless Care and Coordination and the CoC meet quarterly to discuss funding priorities, provide updates and establish collaborative efforts where appropriate. In addition to this collaboration, The City of Oakland, CoC and Alameda County are working together on a number of joint efforts which currently include system wide planning for RoomKey exits, a racial equity action lab process designed to identify and implement a project to advance racial equity in homeless services across the county, and planning with additional partners around the creation of a regional homelessness prevention system.
   Regional Collaboration and Partnerships Question 1 - End Answer

2. Describe the ways HCFC funding plans are coordinated with regional partners that are also receiving HCFC funding. If there are changes to the funding plans, how are partners informed of these changes?

   Regional Collaboration and Partnerships Question 2 - Begin Answer
   City coordination efforts with Everyone Home, the County and cities to identify regional needs is built into the CoC governance infrastructure and informed through systemwide collaborative meetings and learning sessions as well as core planning efforts outlined in the Alameda County 2018 Strategic Plan Update http://everyonehome.org/about/the-plan/). The City of Oakland, Alameda County Office of Homeless Care and Coordination

Regional Collaboration and Partnerships Question 2 - End Answer

3. Using the experience with HHAP-1 planning, describe successes that have come out of regional coordination and partnering efforts. Also, describe any barriers the applicant has experienced in working with regional partners. Explain any strategies identified that have contributed to the address these barriers.

Regional Collaboration and Partnerships Question 3 - Begin Answer
The HHAP process has encouraged partnership between the county and the CoC. The CoC and county combined funds through redirection, and were able to budget together. Although the City of Oakland's funds remained separate, there was coordinated planning across the 3 jurisdictions and the County has now built specific jurisdictional accountability into their provider scopes of work.
Additionally, the county and CoC met with the City of Oakland representatives to work through joint planning for transition-aged youth efforts. In this way, we were able to ensure that the TAY efforts we were each focused on would complement and support each other.
Barriers:
According to the 2019 Point in Time count, The City of Oakland comprises slightly over 50% of the homeless population within Alameda County, accounting for 4,071 of the 8,022 homeless individuals counted. At the time, 79% of that population was unsheltered. With proportions of homelessness throughout the county at increased levels and with so many areas needing financial support, it is a complex process to pair funds with other jurisdictions in our region. As new funding becomes available, the COO coordinates with regional partners such as Alameda County and the Continuum of Care, on funding priorities and planning. While COO does partner on initiatives with regional partners, a significant portion of each jurisdiction's funding allocation is strategically kept separate in order to address the growing housing concerns throughout the City of Oakland and Alameda County as a whole. With continuous communication and the thought partnerships that have developed between jurisdictions, COO does not see barriers to partnering, but rather a necessity that occurs in ways most beneficial to the homeless residents we serve.
The response to COVID-19 has meant an almost singular focus on providing non-congregate shelter for the county, especially the Health Care Services Agency. That, and the level of street homelessness we have in our City and county has meant that both the City and County are still often in a position of responding to emergencies, rather than working more proactively. Even, so,

the county, CoC, and cities have worked closely to support each other's efforts in our COVID response, and have come together on many occasions to work through prioritization, health support, subsidy allocations, and community support.
Regional Collaboration and Partnerships Question 3 - End Answer

4. How will HHAP-2 funding support and scale current partnerships?

Regional Collaboration and Partnerships Question 4 - Begin Answer
HHAP-2 funding will serve to maintain current crisis response beds/spaces. These beds are often used in partnership with the county, for example, they regularly receive referrals from the County's Healthcare for the Homeless street medicine program.
Regional Collaboration and Partnerships Question 4 - End Answer

5. Describe applicant's share of the regional need as well as the share of the regional need from partnering jurisdictions (CoC, County, Large City). Describe the methodology used for determining the share of the regional need.

Regional Collaboration and Partnerships Question 5 - Begin Answer
Alameda County and the City of Oakland use several factors to determine roles in addressing the needs of people who are homeless. For allocations of state and federal dollars, the county attempts to distribute funding by region, according to the number of people who are homeless in each area. The unsheltered population in Oakland comprises approximately 50 percent of the jurisdiction's unsheltered population. This is determined from the bi-annual PIT Count. Additionally, the partners within the county look to assign fitting roles. For example, the cities control the majority of the land, so may be expected to participate extensively in site identification. The County has responsibility to offer physical and mental health outreach and access, access to substance abuse services, mental health crisis response, assistance with public benefits, support services for the severely mentally ill, and coordination among those listed services. Emergency housing, transitional, and long-term housing solutions for unsheltered individuals are funded by a variety of mechanisms, including federal, State, city, and County funds. Coordination among service providers to match needs to available resources is a joint responsibility.
Regional Collaboration and Partnerships Question 5 - End Answer

6. Describe how HHAP-2 funds will be integrated into the current regional strategic plan to address homelessness. Has the region's strategy for use of HHAP funding changed since HHAP-1?

Regional Collaboration and Partnerships Question 6 - Begin Answer
See Above. HHAP2 funds will be utilized to continue programs currently funded through HEAP and HHAP1, programs that otherwise would have closed without access to this additional funding.
Regional Collaboration and Partnerships Question 6 - End Answer

7. When spending plans need to be adjusted in response to changing needs in the community, how are collaborative partners involved in those decisions?

Regional Collaboration and Partnerships Question 7 - Begin Answer
To advance system-wide collaboration, the City of Oakland convenes and participates in several collaborative meetings for the purposes of information sharing, receiving input, system development, and service efficacy. Current collaborative efforts which the City convenes includes monthly Community Cabin learning communities, monthly Coordinated Entry Operations meetings ,a monthly meeting of providers in the OPRI (Oakland PATH ReHousing Initiative), and a quarterly meeting of City funded homeless youth providers. These collaborations allow providers and funders to learn and develop together and align on goals, promoting a collaborative system. Oakland also participates in region wide collaborations including those led by the CoC and Alameda County. These meetings provide an opportunity for information sharing ensuring each jurisdiction is aware of what the next jurisdiction is planning and, when appropriate, leading to partnerships in program development and administration. The City of Oakland's participation on the CoC's System Coordination Committee is an example of a systemwide collaboration that brings together homeless providers, government entities in various service areas, community-based organizations, and service consumers to work together, learn from each other, and plan system components. The City also participates in the CoC Leadership Board, CoC Committee, and other joint City/County/CoC planning efforts such as the one currently underway to plan for exits from the RoomKey hotels.
Regional Collaboration and Partnerships Question 7 - End Answer

8. Has a youth-specific strategy been identified within the applicant's region? If so, please describe. If not, why not?

Regional Collaboration and Partnerships Question 8 - Begin Answer
This is under development. The City of Oakland will work with EveryOne Home on the CoC led youth assessment currently under development. This process will inform jurisdictions throughout the county of homeless youth-specific needs. This process along with information gathered from the Youth Action Board and Alameda County Youth Collaborative will inform funding strategies for programs aimed at supporting youth.
Regional Collaboration and Partnerships Question 8 - End Answer

9. Describe how youth-specific local partners are involved in making regional planning or spending decisions.

Regional Collaboration and Partnerships Question 9 - Begin Answer

Oakland leads and participates in homeless youth provider collaborations. Specifically, COO convenes Oakland homeless youth providers to review program data, discuss and troubleshoot challenges supporting homeless youth. COO also partners with Alameda County on the Alameda County Homeless Youth Collaborative (ACHYC), a group for homeless youth and youth providers countywide. This group meets quarterly and has developed funding strategies for the youth set-aside of HCFC grants. In 2018 and 2019, The Alameda County Youth Action Board, with input from various stakeholders from the ACHYC, put forth funding strategies to address youth homelessness. Youth specifically requested additional youth specific beds, financial support, peer-to-peer support and work training/development programs. In response to these recommendations, COO is funding additional shelter beds for youth and is in the process of developing a homeless TAY guaranteed income pilot program which will provide financial aid to homeless and vulnerable head-of-household youth. In January, COO plans to hear further recommendations from homeless youth and homeless youth providers on funding priorities and developments in the homeless youth community due to the current pandemic and plans to continue these dialogues to inform funding decisions. The CoC is currently developing a youth gap analysis process that will include input from local partners and inform funding decisions.

Regional Collaboration and Partnerships Question 9 - End Answer

8. Housing First Assessment

Housing First-oriented programs are low or no barrier and client-centered, emphasizing client-choice. Housing is not viewed as a reward or incentive for achieving specific goals or participating in a specific program, but as necessary to help a family or individual stabilize and meaningfully access services, which are offered as needed on a voluntary basis. In practice, this means that programs connect participants to permanent housing as quickly as possible with few to no preconditions, behavioral contingencies, or other barriers at enrollment or throughout the program.

Health and Safety Code Section 50220.5(g) mandates that all recipients of state homelessness funding shall comply with Housing First as provided in Chapter 6.5 (commencing with Section 8255) of Division 8 of the Welfare and Institutions Code.

To successfully complete this section of the application, applicants will need to assess their current policies and check all that apply:

Table – Housing First Assessment

Housing First Assessment (check all that apply)
Housing First Assessment Statement: Access to programs is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, participation in services, or other unnecessary conditions. Housing First Assessment Response: Yes
Housing First Assessment Statement: Programs or projects do everything possible not to reject an individual or family on the basis of poor credit or financial history, poor or lack of rental history, minor criminal convictions, or behaviors that are interpreted as indicating a lack of "housing readiness." Housing First Assessment Response: Yes
Housing First Assessment Statement: People with disabilities are offered clear opportunities to request reasonable accommodations within applications and screening processes and during tenancy and building and apartment units include special physical features that accommodate disabilities. Housing First Assessment Response: Yes
Housing First Assessment Statement: Programs or projects that cannot serve someone work through the coordinated entry process to ensure that those individuals or families have access to housing and services elsewhere. Housing First Assessment Response: Yes
Housing First Assessment Statement: Housing and service goals and plans are highly client centered and driven. Housing First Assessment Response: Yes
Housing First Assessment Statement: Supportive services emphasize engagement and problem-solving over therapeutic goals. Housing First Assessment Response: Yes
Housing First Assessment Statement: Participation in services or compliance with service plans are not conditions of tenancy but are reviewed with clients and regularly offered as a resource to clients. Housing First Assessment Response: Yes
Housing First Assessment Statement: Services are informed by a harm-reduction philosophy that recognizes that drug and alcohol use and addiction are a part of some clients' lives. Clients are engaged in non-judgmental communication regarding drug and alcohol use and are offered education regarding how to avoid risky behaviors and engage in safer practices.

Housing First Assessment Response: <mark>Yes</mark>
Housing First Assessment Statement: Substance use in and of itself, without other lease violations, is not considered a reason for eviction. Housing First Assessment Response: <mark>Yes</mark>
Housing First Assessment Statement: Clients are given reasonable flexibility in paying their share of rent on time and offered special payment arrangements for rent arrears and/or assistance with financial management, including representative payee arrangements as needed. Housing First Assessment Response: <mark>Yes</mark>
Housing First Assessment Statement: Every effort is made to provide a client the opportunity to transfer from one housing situation, program, or project to another if a tenancy is in jeopardy. Whenever possible, eviction back into homelessness is avoided. Housing First Assessment Response: <mark>Yes</mark>

9. Expenditure Plan

HHAP-2 Submission Expenditure Plan - NOFA-HHAP00088

CoC / Large City / County Name:
CoC / Large City / County Name Response: <mark>Oakland</mark>

Administrative Entity Name:
Administrative Entity Name Response: <mark>City of Oakland</mark>

Receiving Redirected Funds?
Receiving Redirected Funds? Response: <mark>No</mark>

Total Redirected Funding:
Total Redirected Funding Response:

Table – HHAP Funding Expenditure Plan – Eligible Use Categories and Funding

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
Rapid Rehousing							
Rapid Rehousing: Youth Set-Aside							
Operating Subsidies and Reserves			$5,569,925.00				$5,569,925.00

Operating Subsidies and Reserves: Youth Set-Aside			$744,925.44				$744,925.44
Street Outreach		$126,726.00	$2,600,000.00				$2,726,726.00
Street Outreach: Youth Set-Aside							
Services Coordination		$383,274.00					$383,274.00
Services Coordination: Youth Set-Aside							
Systems Support		$300,000.00					$300,000.00
Systems Support: Youth Set-Aside							
Delivery of Permanent Housing							
Delivery of Permanent Housing: Youth Set-Aside							
Prevention and Shelter Diversion							
Prevention and Shelter Diversion: Youth Set-Aside							
New Navigation Centers and Emergency Shelters							
New Navigation Centers and Emergency Shelters: Youth Set-Aside							
Strategic Homelessness Planning, Infrastructure Development, CES and HMIS (up to 5%)		$143,321.50	$143,321.50				$286,643.00
Administrative (up to 7%)			$45,000.00				$45,000.00

TOTAL FUNDING ALLOCATION:
Total Funding Allocation Response: $9,311,568.00

TOTAL YOUTH SET-ASIDE (at least 8%):
Total Youth Set-Aside (at least 8%) Response: $744,925.44

EXPENDITURE PLAN COMMENTS:
Expenditure Plan Comments Response:
Alameda County is in the process of re-designing/re-launching our Coordinated Entry System. These funds will provide support for CES services within Oakland. Specifics TBD as the new system rolls out and gaps are identified.

10.   HHAP Round 2 Funding Plan 1

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response: Interim Housing (Operations)

Total Funds Requested:
Total Funds Requested Response: $8,169,925.00

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response: $5,569,925.00

3. Street outreach
Street outreach response: $2,600,000.00

4. Services coordination
Services coordination response:

5. Systems support
Systems support response:

6. Delivery of permanent housing
Delivery of permanent housing response:

7. Prevention and diversion
Prevention and diversion response:

8. New navigation centers and emergency shelters
New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

# of available shelter beds
# of available shelter beds response: 1757

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count
# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response: 8022

Shelter vacancy rate (%) in the summer months
Shelter vacancy rate (%) in the summer months response: 5

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response: 27

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions
response: 43

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response: The
data above is based on countywide beds in shelter, cabins, and transitional
housing from FY 19-20 which is the most recent data available. In Oakland, we
also consider our RV Safe Parking programs to be a form of Interim Housing.

Within Oakland there is a range of supportive services and flexible housing
funding which is built into different programs, ranging from strong staffing and
exit funding support in our traditional TH programs to minimal staffing and exit
support in our congregate shelters. Starting in the spring of 2021, the City will be
using some of our ESG-CV funding to fund enhanced services and flexible
funding for permanent housing exits. Funds will be targeted to those programs
which currently have the least exit resources. We expect that this will result in an
increase in positive housing exits for interim housing programs within Oakland.

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline
the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
The City of Oakland will use HHAP-2 funds to continue interventions started
under HEAP and maintained under HHAP-1 funding. Funding will be used for
both services and operations. Within the Interim Housing category, these
interventions include RV Safe Parking sites, Community Cabins, and
Emergency Shelter.
Safe RV Parking:
HHAP-2 funding will allow the City to maintain 4 RV safe parking interventions
in the City of Oakland. Safe RV parking sites are outdoor parking lots which
accommodate anywhere from 17-60 RVs depending on the lot size. The safe
RV Parking model is focused on increasing people's health, stability, dignity,
and safety. The intervention addresses the significant safety and sanitation
impacts to both RV dwellers and their sheltered neighbors. The program is
100% voluntary, and people can come and go 24/7. The sites are designed
to be extremely low barrier, with minimal rules designed to maintain a healthy
and safe community. The sites include: porta-potties, handwashing stations,
garbage service, on-site shower service weekly, 24/7 site security, low voltage

electricity to each RV, and drinking water. We anticipate that a total of 147 RV spaces (approximately 294 people) will be funded by HHAP-2 funding in FY 21-22.

Community Cabins:

HHAP-2 funding will allow the City to maintain services and operations at 4 of it's 6 Community Cabins sites. Community Cabins are a geographically based intervention designed to reduce the impact of a large encampment on both unsheltered and housed residents. Sites are selected based on proximity to large street encampments. Each site typically has 20 two-person cabins. Cabins are fully insulated with double-paned windows and locking doors. They have interior and exterior lights and offer enough electricity to charge mobile phones. Participants may bring their pets, possessions, and partners. The program is extremely low barrier and 100% voluntary. All sites are managed by service providers who are on the premises 24-7. Housing navigators help residents work toward self-sufficiency and housing exits, utilizing a budget of flexible rapid rehousing funds. Sites have controlled entry, portable toilets, overnight security guard, two hot meals a day, a common area with TV, coffee and microwave, dog run, pet food, and shower truck visits weekly. We anticipate that a total of 160 Community Cabin beds (serving approximately 240 people over the year) will be funded with HHAP-2 funding in FY 21-22. We also anticipate partially funding one 40 bed Community Cabin site in FY 22-23, serving approximately 60 people over the course of the year.

Emergency Shelter

HHAP-2 funding will allow the City to maintain another year of funding (in combination with other funds) in FY 21-22 for the St. Vincent de Paul shelter, a 100 bed shelter for single homeless adults. Previously a winter shelter, this program expanded to year round services in the fall of 2019 using HEAP funds.   This congregate shelter has been decompressed during covid to a maximum of 75 beds. It provides a light dinner and breakfast, showers, limited housing navigation services and limited storage. The shelter serves approximately 1125 people annually. HHAp-2 funds will support 80% of the shelters costs in FY 21-22, or approximately 900 people.

Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

The most recent Point-In-Time Homeless Count, conducted in January 2019 by Alameda County, estimates that approximately 4,000 individuals are homeless each night in Oakland and approximately 3,210 of these individuals were unsheltered. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland and a 63 percent increase in unsheltered homelessness since 2017. Given the general trajectory of

increasing homelessness within Oakland and within Alameda County, compounded by the effects of the COVID pandemic, current estimates of people experiencing unsheltered homelessness are likely to be much higher than 2019 levels. While the systems modeling work identified the biggest gaps in the system as being deeply affordable housing, the modeling also identified the need to maintain and increase the inventory of crisis response beds/spaces. The interventions described above are all maintaining existing beds/spaces.

Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins
Submitter expects to serve the following specific populations:
Adults without children
Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
Chronically Homeless
Veterans
Domestic Violence Survivors
Individuals with Co-occurring Disorders (Substance Use and Mental Health)
COVID High Risk – individuals at high-risk for contracting COVID
Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins
In the City of Oakland there is an overwhelming disproportionality in the number of African American clients touched by the homeless system compared to other races. The 2019 PIT county identified African Americans as 70 percent of the homeless population while our HMIS data shows that 65.7% of total City of Oakland enrollments in HMIS are African American clients. In understanding this, The City of Oakland (COO) has and will continue to utilize HHAP to directly fund programs aimed at providing services to people of color, specifically to African American clients. In addition, the City is taking a deeper look beyond the rate at which different populations are served by programs to look at the rates of outcomes by race. For example, the Community Cabins, a COO initiative partially funded through HHAP, is an example of a program designed to provide urgently needed shelter for people of color living on the street. 66.2% of clients served by the Community Cabin initiative are African American. This comparison shows the efforts COO is making to utilize data to inform program and funding decisions to target services toward specific demographics disproportionately impacted by homelessness.

Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

The City of Oakland, Human Services Department, receives regular monthly or quarterly reporting on performance outcomes from all homeless services providers. These outcome measures are taken from the County's Results Based Accountability (RBA) measures. In addition to data, providers complete narratives to discuss any measures that are 10% or more below the measure's benchmark. In fiscal year 20/21, the City of Oakland implemented a new data collection and evaluation system using a fillable template that feeds into a data visualization tool. Starting with Q2 data, providers will receive data visualizations of their quarterly data along with a quarterly conversation with the City staff managing the project to discuss any areas of success or concern.   The City has also worked with HUD TA providers and our County HMIS system Administrator to create data reports that can break the performance measures down by race, allowing us to see how the program is serving specific demographics of clients.

This data will provide a clear and factual picture on both a systems level and an individual program level about how the system is working for all clients and in particular for African American clients who are so highly represented in the population. The City will work closely with each provider to review their organization level and project level data to identify successes, shortcomings and disparities. We will then use this information to collaborate with the program to remedy any concerns and hold internal discussions around program and funding needs.

Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

The youth specific funds will fund a TAY shelter and TAY TH program. These programs are designed to specifically serve this population.

Funding Plan – Question 7 – Response Ends

11. HHAP Round 2 Funding Plan 2

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response: <mark>Outreach</mark>

Total Funds Requested:
Total Funds Requested Response: <mark>$126,726.00</mark>

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response:

3. Street outreach
Street outreach response: <mark>$126,726.00</mark>

4. Services coordination
Services coordination response:

5. Systems support
Systems support response:

6. Delivery of permanent housing
Delivery of permanent housing response:

7. Prevention and diversion
Prevention and diversion response:

8. New navigation centers and emergency shelters
New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

# of available shelter beds
# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count
# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months
Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
The City of Oakland will use HHAP-2 funds to continue interventions started under HEAP and maintained under HHAP-1 funding. Within the Street Outreach category, this includes maintaining a City position that provides direct outreach.
Direct Outreach Worker (City Staff)
The City is proposing to use HHAP-2 funding to maintain a City position created with State HEAP funds. This new position works directly for the City's Human Services Department and provides street based, direct service work in support of the City's encampment management policies. Rather than focusing on work with individuals experiencing homelessness, the position works with entire encampments to increase the health and safety of individuals there. A core aspect of the role is to work with identified site leaders at encampments which have city hygiene interventions (portable toilets, wash stations, garbage pick up) to support the efforts of that community to manage these services.
Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins
The most recent Point-In-Time Homeless Count, conducted in January 2019 by Alameda County, estimates that approximately 4,000 individuals are homeless each night in Oakland and approximately 3,210 of these individuals were unsheltered. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland and a 63 percent increase in unsheltered homelessness since 2017. Given the general trajectory of increasing homelessness within Oakland and within Alameda County, compounded by the effects of the COVID pandemic, current estimates of people experiencing unsheltered homelessness are likely to be much higher

than 2019 levels. The need to provide for the basic hygiene needs of people who are unsheltered has always been a priority in Oakland and the importance of this intervention has increased during the COVID pandemic. In March 2020, the City doubled the number of sites (from 20-40) receiving hygiene services and having an outreach worker to support this intervention is crucial to it's success.
Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

   Funding Plan – Question 4 – Response Begins
   Submitter expects to serve the following specific populations:
   Adults with children
   Adults without children
   Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
   Chronically Homeless
   Veterans
   Domestic Violence Survivors
   Individuals with Co-occurring Disorders (Substance Use and Mental Health)
   COVID High Risk – individuals at high-risk for contracting COVID
   Parenting Youth
   Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

   Funding Plan – Question 5 – Response Begins
   In the City of Oakland there is an overwhelming disproportionality in the number of African American clients touched by the homeless system compared to other races. The 2019 PIT county identified African Americans as 70 percent of the homeless population compared with 24 percent of the general population. Any street based interventions are primarily serving an African American population.
   Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

   Funding Plan – Question 6 – Response Begins
   This outreach position is focused on supporting an entire community/encampment rather than based on individual client support as is the case for the City's contracted street outreach services. Performance data for the City outreach worker is primarily based on the number of

<mark>encampments visited per week and in assisting that encampment to maintain usable portable toilet and wash station services.</mark>
Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins
<mark>N/A</mark>
Funding Plan – Question 7 – Response Ends

12.   HHAP Round 2 Funding Plan 3

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response: Services

Total Funds Requested:
Total Funds Requested Response: $388,274.00

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response:

3. Street outreach
Street outreach response:

4. Services coordination
Services coordination response: $388,274.00

5. Systems support
Systems support response:

6. Delivery of permanent housing
Delivery of permanent housing response:

7. Prevention and diversion
Prevention and diversion response:

8. New navigation centers and emergency shelters
New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

# of available shelter beds
# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count
# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months
Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
The City of Oakland will use HHAP-2 funds to continue interventions started under HHAP-1 funding. Within the Services Coordination category, this includes maintaining employment services. Specifically, the City plans to maintain a paid training program to prepare people with lived experience of homelessness to enter the homeless provider workforce. This program is being piloted in FY 20-21 with HHAP-1 funding. If successful, the City plans to continue the program in FY 21-22 and serve an additional 45 people. The program has the dual goals of stabilizing and increasing income as well as increasing the representation of people with lived experience in the homeless provider workforce.
Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins
The most recent Point-In-Time Homeless Count, conducted in January 2019 by Alameda County, estimates that approximately 4,000 individuals are homeless each night in Oakland and approximately 3,210 of these individuals were unsheltered. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland and a 63 percent increase in unsheltered homelessness since 2017. Given the general trajectory of increasing homelessness within Oakland and within Alameda County, compounded by the effects of the COVID pandemic, current estimates of people experiencing unsheltered homelessness are likely to be much higher than 2019 levels. Strategies to assist people in obtaining, increasing, and maintaining income are a crucial part of increasing exits to permanent housing.
Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins
Submitter expects to serve the following specific populations:
Adults with children
Adults without children
Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
Chronically Homeless
Veterans
Domestic Violence Survivors
Individuals with Co-occurring Disorders (Substance Use and Mental Health)
COVID High Risk – individuals at high-risk for contracting COVID
Parenting Youth
Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins
In the City of Oakland there is an overwhelming disproportionality in the number of African American clients touched by the homeless system compared to other races. The 2019 PIT county identified African Americans as 70 percent of the homeless population compared with 24 percent of the general population. The City recognizes the need to address the disparities in who we contract with for homeless services and to increase the number of providers whose demographics and lived experiences are in line with those being served in our system.
Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins
The City of Oakland, Human Services Department, receives regular monthly or quarterly reporting on performance outcomes from all homeless services providers. These outcome measures are taken from the County's Results Based Accountability (RBA) measures. In addition to data, providers complete narratives to discuss any measures that are 10% or more below the measure's benchmark. In fiscal year 20/21, the City of Oakland implemented a new data collection and evaluation system using a fillable template that feeds into a data visualization tool. Starting with Q2 data, providers will receive data visualizations of their quarterly data along with a quarterly conversation with the City staff managing the project to discuss any areas of success or concern. The City has also worked with HUD TA providers

and our County HMIS system Administrator to create data reports that can break the performance measures down by race, allowing us to see how the program is serving specific demographics of clients.
Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins
N/A
Funding Plan – Question 7 – Response Ends

13.   HHAP Round 2 Funding Plan 4

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response: <mark>Services</mark>

Total Funds Requested:
Total Funds Requested Response: <mark>$300,000.00</mark>

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response:

3. Street outreach
Street outreach response:

4. Services coordination
Services coordination response:

5. Systems support
Systems support response: <mark>$300,000.00</mark>

6. Delivery of permanent housing
Delivery of permanent housing response:

7. Prevention and diversion
Prevention and diversion response:

8. New navigation centers and emergency shelters
New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

# of available shelter beds
# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count
# of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months
Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
The City of Oakland will use HHAP-2 funds to continue interventions started under HHAP-1 funding.
Equity Focused Evaluation/Capacity Building
Eliminating racial disparities in the rates at which people experience homelessness, and the rates they exit to stable housing is a priority for the City and requires strong evaluation of program models, disaggregated data analysis, and provider support. The HHAP-2 funds will be used to continue work in this area that has started under HHAP-1.
The Human Services Department has recently developed a Capacity Building Program to address the disparities in who we contract with for homeless services. This initiative will identify organizations both led by and serving communities that have been underrepresented in the provider community and/or poorly served. A cohort of small community led organizations will go through intense training and capacity building to support the further development of each organization. The intention is to increase the number of providers whose demographics are in line with those being served in our system, and who have the capacity to apply for and administer government funded programs. Information will be gathered regarding the effectiveness of the program for future replication to continue to build our provider community.
Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins
The most recent Point-In-Time Homeless Count, conducted in January 2019 by Alameda County, estimates that approximately 4,000 individuals are homeless each night in Oakland and approximately 3,210 of these individuals were unsheltered. These numbers represent an unprecedented 47 percent

increase in total homelessness in Oakland and a 63 percent increase in unsheltered homelessness since 2017. Given the general trajectory of increasing homelessness within Oakland and within Alameda County, compounded by the effects of the COVID pandemic, current estimates of people experiencing unsheltered homelessness are likely to be much higher than 2019 levels. While the systems modeling work identified the biggest gaps in the system as being deeply affordable housing, the modeling also identified the need to stem the flow of people becoming homeless. The Capacity Building initiative will focus on identifying new providers who can perform prevention/diversion scopes of work, thus decreasing the numbers of people newly homeless and decreasing the numbers of people returning to homelessness.

Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

   Funding Plan – Question 4 – Response Begins
   Submitter expects to serve the following specific populations:
   Adults with children
   Adults without children
   Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
   Chronically Homeless
   Veterans
   Domestic Violence Survivors
   Individuals with Co-occurring Disorders (Substance Use and Mental Health)
   COVID High Risk – individuals at high-risk for contracting COVID
   Parenting Youth
   Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

   Funding Plan – Question 5 – Response Begins
   In Oakland, the drivers of homelessness fall most squarely on the backs of the African American community who, due to long standing structurally racist practices such as red lining and employment discrimination, are most vulnerable to losing their homes.
   Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

   Funding Plan – Question 6 – Response Begins

The goal of the capacity building project is to support 5 new agencies to become eligible to apply for and administer government homelessness funding by the end of FY 21-22.
Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins
N/A
Funding Plan – Question 7 – Response Ends

14.   HHAP Round 2 Funding Plan 5

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response: <mark>Services</mark>

Total Funds Requested:
Total Funds Requested Response:

HHAP Eligible Uses:

> 1. Rapid rehousing
> Rapid rehousing response:
>
> 2. Operating subsidies
> Operating subsidies response:
>
> 3. Street outreach
> Street outreach response:
>
> 4. Services coordination
> Services coordination response:
>
> 5. Systems support
> Systems support response:
>
> 6. Delivery of permanent housing
> Delivery of permanent housing response:
>
> 7. Prevention and diversion
> Prevention and diversion response:
>
> 8. New navigation centers and emergency shelters
> New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

> # of available shelter beds
> # of available shelter beds response:
>
> # of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count
> # of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:
>
> Shelter vacancy rate (%) in the summer months
> Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
==Alameda County is in the process of re-designing and re-launching it's Coordinated Entry System. While details are still being finalized, the City of Oakland plans to use these funds to ensure that the system is fully funded to meet the needs of people experiencing homelessness in Oakland.==
Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins
==The most recent Point-In-Time Homeless Count, conducted in January 2019 by Alameda County, estimates that approximately 4,000 individuals are homeless each night in Oakland and approximately 3,210 of these individuals were unsheltered. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland and a 63 percent increase in unsheltered homelessness since 2017. Given the general trajectory of increasing homelessness within Oakland and within Alameda County, compounded by the effects of the COVID pandemic, current estimates of people experiencing unsheltered homelessness are likely to be much higher than 2019 levels.==
==Having an effective Coordinated Entry System to connect people experiencing homelessness with needed resources is a crucial component of our overall response to homelessness. While the County is the lead in overseeing and funding the CES system, Oakland has a vested interest in ensuring that any system gaps which are specific to Oakland are identified and funded.==
Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins
Submitter expects to serve the following specific populations:
Adults with children
Adults without children
Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
Chronically Homeless
Veterans
Domestic Violence Survivors
Individuals with Co-occurring Disorders (Substance Use and Mental Health)
COVID High Risk – individuals at high-risk for contracting COVID
Parenting Youth
Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins
In the City of Oakland there is an overwhelming disproportionality in the number of African American clients touched by the homeless system compared to other races. The 2019 PIT county identified African Americans as 70 percent of the homeless population while our HMIS data from FY 20/21 shows that 65.7% of total City of Oakland enrollments in HMIS are African American clients. In understanding this, The City of Oakland (COO) has and will continue to utilize HHAP to directly fund programs aimed at providing services to people of color, specifically to African American clients. Using HHAP funding to supplement any gaps in the Coordinated Entry System (CES) and ensure that people experiencing unsheltered homelessness are connected with services will directly impact communities of color which are over represented in the homeless population.
Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins
please see application questions 1a and 2a
Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins
N/A

15.   HHAP Round 2 Funding Plan 6

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response:

Total Funds Requested:
Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response:

3. Street outreach
Street outreach response:

4. Services coordination
Services coordination response:

5. Systems support
Systems support response:

6. Delivery of permanent housing
Delivery of permanent housing response:

7. Prevention and diversion
Prevention and diversion response:

8. New navigation centers and emergency shelters
New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

# of available shelter beds
# of available shelter beds response:

# of people experiencing unsheltered homelessness in the 2019 homeless
point-in-time count
# of people experiencing unsheltered homelessness in the 2019 homeless
point-in-time count response:

Shelter vacancy rate (%) in the summer months
Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins
Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins
Submitter expects to serve the following specific populations:
Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins
Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins
Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins
Funding Plan – Question 7 – Response Ends

Submission ID: NOFA-HHAP00088

Intervention Type:
Intervention Type Response:

Total Funds Requested:
Total Funds Requested Response:

HHAP Eligible Uses:

> 1. Rapid rehousing
> Rapid rehousing response:
>
> 2. Operating subsidies
> Operating subsidies response:
>
> 3. Street outreach
> Street outreach response:
>
> 4. Services coordination
> Services coordination response:
>
> 5. Systems support
> Systems support response:
>
> 6. Delivery of permanent housing
> Delivery of permanent housing response:
>
> 7. Prevention and diversion
> Prevention and diversion response:
>
> 8. New navigation centers and emergency shelters
> New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

> # of available shelter beds
> # of available shelter beds response:
>
> # of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count
> # of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:
>
> Shelter vacancy rate (%) in the summer months
> Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions
response:

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. **Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.**

Funding Plan – Question 2 – Response Begins
Funding Plan – Question 2 – Response Ends

3. **Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins
Funding Plan – Question 3 – Response Ends

4. **Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins
Submitter expects to serve the following specific populations:
Funding Plan – Question 4 – Response Ends

5. **Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins
Funding Plan – Question 5 – Response Ends

6. **Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins
Funding Plan – Question 6 – Response Ends

7. **If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins
Funding Plan – Question 7 – Response Ends

Homelessness Response Local Investment Plan

Please refer to the following for guidance and a sample plan:

Guide to Strategic Uses of Key State and Federal Funds to Reduce Homelessness During the COVID-19 Pandemic

Use the Table below to complete the Regional Resources Guide for submittal with your HHAP application. Refer to the Sample Local Investment Plan on page 11 of the Guide to Strategic Uses of Key State and Federal Funds as an example (link above).

Applicant Name: Oakland	(enter drop down)

Part 1: Summary of Investment Plan

1. Ensure fewer people become homeless: Includes anti-displacement work as well as targeted homeless prevention for those most at risk of literal homelessness
2. Address Impacts of unsheltered homelessness: expanded services to encampments- street outreach, hygiene, garbage removal
3. Maintain, improve, and expand crisis response beds
4. Return people to housing as quickly as possible by augmenting shelter and transitional housing beds with exit resources. (e.g. rental subsidies, security deposits, supportive services)
5. Increase the supply of ELI and PSH

Part 2: Priority and Order of Use of Funding Sources

Non-Congregate Shelter/Interim Housing (Capital / Operations / Services)		Rental Assistance (Short-Term to Permanent)		Permanent Supportive and Service Enriched Housing (Capital / Operations / Services)		Diversion and Homelessness Prevention	
Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1	
Funding Source:	HEAP (via HCFC)	Funding Source:	ESG-CV (via HUD)	Funding Source:	HHAP (via HCFC)	Funding Source:	Other
If Other, List:		If Other, List:		If Other, List:		If Other, List:	CARES ACT
Funding Amount:	$435,000.00	Funding Amount:	$7,100,000.00	Funding Amount:	$7,000,000.00	Funding Amount:	$4,000,000.00
Unit of Measure:	Bed	Unit of Measure:	Household	Unit of Measure:	Unit	Unit of Measure:	Individual
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	30	Number Assisted:	615.00	Number Assisted:	63.00	Number Assisted:	1031.00
Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	9/30/2022	Deadline for Expenditure:	6/30/2025	Deadline for Expenditure:	12/31/2020
Funded Activity:	Capital	Funded Activity:	Short Term	Funded Activity:	Operations	Funded Activity:	Prevention
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	capital costs to expand youth shelter by 30 beds	Narrative Description (Optional):		Narrative Description (Optional):	ccapitalized operating reserve for homekey units	Narrative Description (Optional):	
Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2	
Funding Source:	HHAP (via HCFC)	Funding Source:	CoC	Funding Source:	Homekey (via HCD)	Funding Source:	Local Housing Trust Fund
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	$8,338,042.00	Funding Amount:	1,809,128	Funding Amount:	$ 23,335,910.00	Funding Amount:	$1,880,000.00
Unit of Measure:	Bed	Unit of Measure:	household	Unit of Measure:	Unit	Unit of Measure:	Individual
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	848.00	Number Assisted:	78	Number Assisted:	185	Number Assisted:	880.00
Deadline for Expenditure:	6/30/2025	Deadline for Expenditure:	varies w/in 2021	Deadline for Expenditure:		Deadline for Expenditure:	N/A
Funded Activity:	Operations	Funded Activity:	Short Term	Funded Activity:	Capital	Funded Activity:	Prevention
If Other, list:	services, capital	If Other, list:		If Other, list:	opertions	If Other, list:	
Narrative Description (Optional):	community cabns, congregate shelter, RV safe parking, TH	Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3	
Funding Source:	CDBG	Funding Source:	Other	Funding Source:	CDBG (via HUD)	Funding Source:	ESG-CV (via HUD)
If Other, List:		If Other, List:	Oakland Housing Authority	If Other, List:		If Other, List:	
Funding Amount:	158,328	Funding Amount:	3,081,093	Funding Amount:	$195,500.00	Funding Amount:	$1,500,000.00
Unit of Measure:	Bed	Unit of Measure:	Household	Unit of Measure:	Household	Unit of Measure:	Household
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	145	Number Assisted:	165	Number Assisted:	100.00	Number Assisted:	400.00
Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	6/30/21	Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	9/30/2022
Funded Activity:	services, operations	Funded Activity:	Short Term	Funded Activity:	Services	Funded Activity:	Prevention
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	congregte shelter	Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4	
Funding Source:	CoC (via HUD)	Funding Source:	ESG (via HUD)	Funding Source:	ESG (via HUD)	Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	$3,976,281.00	Funding Amount:	$293,588.00	Funding Amount:	10,000	Funding Amount:	

	Col 1	Col 2	Col 3	Col 4
Unit of Measure:	Bed	Household	households	
If Other, List:				
Number Assisted:	391.00	120.00	65	
Deadline for Expenditure:	various-2021	6/30/2022	6/30/2022	
Funded Activity:	Operations	Short Term	services	
If Other, list:	services			
Narrative Description (Optional):	TH			
Funding Source: Use and Priority #5				
Funding Source:	ESG (via HUD)		Local General Fund	
If Other, List:				
Funding Amount:	$183,397		$654,378.00	
Unit of Measure:	Bed		Household	
If Other, List:				
Number Assisted:	145		205.00	
Deadline for Expenditure:	6/30/22		N/A	
Funded Activity:	Operations		Services	
If Other, list:	services			
Narrative Description (Optional):	congregate shelter			

Funding Source: Use and Priority #6	
Funding Source:	ESG-CV (via HUD)
If Other, List:	
Funding Amount:	$3,250,000.00
Unit of Measure:	Bed
If Other, List:	
Number Assisted:	332.00
Deadline for Expenditure:	9/30/2022
Funded Activity:	Operations
If Other, list:	services
Narrative Description (Optional):	congregate shelter, community cabins
Funding Source: Use and Priority #7	
Funding Source:	City of Oakland
If Other, List:	
Funding Amount:	$ 3,017,888.00
Unit of Measure:	Bed
If Other, List:	
Number Assisted:	433
Deadline for Expenditure:	N/A
Funded Activity:	services
If Other, list:	operatins
Narrative Description (Optional):	congregate shelter, non congregate shelter, cabins, TH

Continuum of Care 2019 Outcomes by Race and Ethnicity

Applicant Name:		CoC Name, if different:		CA-502

Using data from your HMIS, please insert outcomes here (using the period from Jan 1 2019- Dec 31 2019):

	Experiencing Homelessness:		Accessing Emergency Shelters:		Exiting to Permanent Housing:		Length of Time Homeless: Average LOT in Days		Accessing Permanent Supportive Housing:		Length of Time to get housing (# of days to exit homelessness):		Accessing Coordinated Entry		Returns to Homelessness:		Other Measure: _____	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total	12504	100%	4250	100%	1401	100%	217		2985	100%		#DIV/0!	6453	100%	400	100%		#DIV/0!
White	3205	26%	971	23%	283	20%	205		883	30%		#DIV/0!	1491	23%	71	18%		#DIV/0!
Black	7109	57%	2572	61%	868	62%	226		1580	53%		#DIV/0!	3968	61%	252	63%		#DIV/0!
Native American/Alaskan	453	4%	163	4%	65	5%	177		89	3%		#DIV/0!	162	3%	17	4%		#DIV/0!
Asian/Pacific Islander	479	4%	164	4%	76	5%	189		148	5%			231	4%	11	3%		
Other/Multi-Racial	872	7%	319	8%	92	7%	236		277	9%		#DIV/0!	369	6%	43	11%		#DIV/0!
Ethnicity						0%				0%		#DIV/0!		0%		0%		#DIV/0!
Hispanic	1981	16%	696	16%	226	16%	207		482	16%		#DIV/0!	919	14%	57	14%		#DIV/0!
Non-Hispanic	10198	82%	3515	83%	1166	83%	220		2492	83%		#DIV/0!	5452	84%	343	86%		#DIV/0!

Data Source/additional context:

Data Source: Annual Performance Report (APR) of individuals served by homeless system. Universe includes Emergency Shelter, Transitional Housing, Housing Navigation, Safe Haven, Street Outreach, Rapid Re-Housing. Universe does not include Homelessness Prevention or Permanent Supportive Housing. Units are individuals/persons.

Data source: APR of Emergency Shelter, Safe Haven, and Transitional Housing. These programs currently function in similar ways and form the Homeless Response System's Crisis Response inventory. Units are individuals/persons.

Data Source: Approximation of HUD System Performance Measure7b.1 "Exits to Permanent Housing Destinations." Units are individuals/persons.

Data Source: Approximation of HUD System Performance Measure 1a, "Length of Time Persons Remain Homeless." Units are individuals/persons.

Data Source: APR of Permanent Supportive Housing. Units are individuals/persons.

During 2019 the HMIS was not configured to track length of time from Coordinated Entry access to housing move in. The 2020 HUD Data Standards will make this data available in 2021.

Data Source: By Name List run on 2/2020, and filtered to show all households assessed in 2019 (active, inactive, housed). Includes households who were assessed in 2019 but became inactive or housed during that time. Units are households.

Data Source: Approximation of HUD System Performance Measure 2, "Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness within 24 months." Units are individuals/persons.