Homeless Housing, Assistance and Prevention (HHAP) Grant Program

Submission ID NOFA-HHAP00020

Applicant Information

Eligible Applicant Name:
Eligible Applicant Name Response: Alameda

Eligible Applicant Type:
Eligible Applicant Type Response: County

COC Number:
COC Number Response: 502

Eligible Applicant Email:
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Eligible Applicant Phone:
Eligible Applicant Phone Response: (510) 914-1832

Administrative Entity Name and Address:
Administrative Entity Name and Address Response:
Health Care Services Agency
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San Leandro, CA   94577

Is This a Government Entity?
Is This a Government Entity Response: Yes

Primary Contact Information

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Applicant Redirections?

Applicant Redirections Response:
Applicant Redirections Response: Yes

Redirection Eligible Applicant 1:
Redirection Eligible Applicant 1 Response: Oakland, Berkeley/Alameda County CoC
Redirection Eligible Applicant Type 1:
Redirection Eligible Applicant Type 1 Response: CoC
Redirection Eligible Allocation 1:
Redirection Eligible Allocation 1 Response: $$4,471,378.00

Total Redirection Allocation:
Total Redirection Allocation Response: $4471378

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, Alameda County 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, the county 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 uses as the county's 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.

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.

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
Alameda County implemented a racial equity and homeless response system modeling project to analyze gaps in our system.
Homelessness Response System Gaps Question 1e - End Answer

f. How frequently gaps assessments are conducted;

Homelessness Response System Gaps Question 1f - Begin Answer
Alameda County conducts and annual gap assessment using our system model and housing inventory count to assess targets,and updates the model with unsheltered PIT Count data every other year.
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
We look at the model and fund accordingly to meet goals.
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
We conduct:
•   Regular updates to COC
•   Analysis of System performance measures
•   Assessments to ensure we are meeting target numbers through HMIS
•   Results Based accountability
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 the15,786 people experiencing homelessness in Alameda County tend to be from Alameda County, with 78% residing in Alameda County before becoming homeless. Men make up 61% of people experiencing homelessness, 35% 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.

Households with only adults make up 91.4% of all households experiencing homelessness, an estimated 12,005 households each year. This proportion includes the estimated number of households with only adults who receive services in the domestic violence system and never receive services from the mainstream homeless response system. Ninety-five percent of households with only adults have only one member.

Households with minor children make up 7.5% of all households experiencing homelessness, an estimated 985 households each year. This proportion includes the estimated number of households with minor children who receive services in the domestic violence system and those who never receive services from the mainstream homeless response system. On average, households with minor children have three members.

Households with only minor children make up 1.1% of all households experiencing homelessness, an estimated 144 households each year. Runaway youth is one example of a household with only minor children. On average, households with only minor children have one member.

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 6% 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 6.7% of all people experiencing homelessness. TAY is an important subpopulation with 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. However, the community decided not to create a specialized model for youth. Instead, the Oakland-Berkeley-Alameda County Continuum of Care (CoC) intends to undertake 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 46% of all homeless households. HMIS data shows that roughly 49% of households with only adults and 25% of households with minor children meet the definition of chronic homelessness. The model for households with minor children includes a surge strategy to quickly address all households experiencing chronic homelessness with 246 Permanent Supportive Housing units. 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 our most recent assessment discussed above, we are not seeing disparities. We continue monitoring to ensure access.
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

Racial Disparities in the Homeless Population:
While homelessness is widespread in Alameda County, it disproportionately impacts people of color. The 2019 Point in Time count shows that people of color make up more than 2 out of 3 people (or 69%) experiencing homelessness in Alameda County. The racial groups most disproportionately affected are people identifying as Black or African American, collectively referred to as Black people in this report, and American Indian or Alaska Native, collectively referred to as Native American people in this report. Black people account for 47% of the homeless population, compared to 11% of the general population in Alameda County. Native Americans make up four percent of the homeless population, compared with one percent of county residents. Black and Native Americans appear in the homeless population at a rate four times higher than in the general county population.

Structural Racism:
The over-representation of people of color among those experiencing homelessness reflects structural racism across multiple systems. While Black people comprise 47% of the homeless population in Alameda County, they make up 22% of people living in poverty. Native Americans account for four percent of people experiencing homelessness but one percent of people in poverty. This suggests that, beyond income and poverty, racism and systemic inequities are at work producing disparate homeless outcomes.

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.

Access and Outflow to Permanent Housing Does Not Vary by Race
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. The next step in data analysis should include further disaggregating participation and outcomes by geographic region.
Focus Groups:
Structural racism is obscured by personal responsibility.
Racism is culturally and institutionally entrenched in the United States, in California, and in Alameda County.
Structural racism impacts entire social systems, distressing the networks and supports that may otherwise prevent homelessness.
Racial discrimination and economic inequality are interconnected.
Black and Indigenous people continue to be viewed as "high risk" in the housing market.
Homeless housing programs participate in the displacement of low-income communities of color from Alameda County.
Low-income does not mean high service needs.
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
See above
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
Assumptions:
Estimated the 2020 PIT count of homeless persons by applying the point in time rate of growth between 2017 and 2019. This seems justified considering the high rate of people entering homelessness for the first time, and low rate of people exiting homelessness to permanent housing during 2019 and the first quarter of 2020. 2020 estimated PIT =9,577 persons.

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)	3545	2490	1055
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.

- 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.

- City of Oakland 's Human Services Department, Housing and Community Development, City Administrator's Office, and Mayor's Office hold regular internal coordination meetings to align on funding priorities for addressing homelessness.

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

HHAP-2 funds will be prioritized towards Project Roomkey exits to permanent housing. Most rental assistance/rapid re-housing funds will be used for bridge housing, as well as dedicated services funding to provide housing navigation and stabilization services to support Roomkey households experiencing homelessness to move as quickly as possible into permanent housing and achieve housing stability. This program started in summer of 2020 and is currently utilizing ESG-CV rapid rehousing funds. However, additional funds will need to be deployed once ESG-CV funds are exhausted, and to potentially extend current 12-month limits on rental assistance. Deployment of HHAP funds will also allow more Roomkey participants to be served with greater flexibility in permanent housing options.

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

Activities to support administration of HHAP funds include expenditure and revenue tracking; contract administration (including but not limited to contract development, negotiation, execution, monitoring/oversight, contract reporting, and invoicing procedures), grant reconciliation and draw down.

In addition, the Housing Solutions for Health Vendor Pool will also support grant activities through its procurement and contracting procedures. The Pool currently supports over 70 vendors who have been qualified to provide a range of services that align with HHAP funding priorities. Vendors will be selected from the Pool for HHAP-2 contracting opportunities.

The Office of Homeless Care and Coordination is also deploying its data analysis team (including a Data Analyst and Policy and Planning Director) to support set up of HMIS projects, data entry and quality for APR reporting, and analysis of performance outcomes to track progress and impact of HHAP-2 funds.

The CES team will also play a role in overseeing prevention and diversion funds that are made accessible at the front door of our Housing Crisis Response System, as well as service coordination activities that are deployed regionally and align with our regional access point approach to CES.

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
    Existing staff positions will be utilized to execute HHAP-2 funds. See list below.
    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
    •   Vendor Pool Administrator (Housing Solutions for Health Vendor Pool), approx. .1 FTE
    •   Contracts Specialist (Office of Homeless Care and Coordination), approx. .2 FTE
    •   Data Analyst (Office of Homeless Care and Coordination), approx. .2 FTE
    •   CES Director (Office of Homeless Care and Coordination), approx. .1 FTE
    •   CES Program Specialist (Office of Homeless Care and Coordination), approx. .2 FTE
    •   Policy Director (Office of Homeless Care and Coordination), approx. .2 FTE
    •   Director (Office of Homeless Care and Coordination), approx. .05 FTE
    •   Financial Services Administrator (Health Care Services Agency), approx. .05 FTE
    •   Interim Housing Program Manager (Office of Homeless Care and Coordination), approx. .1 FTE
    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
    Alameda County's Housing Crisis Response System is currently undergoing a system-wide redesign effort to 1) infuse a stronger focus on front-door services, including housing problem solving to support prevention and diversion efforts; and 2) to address access for under-served subpopulations including youth. HHAP-2 funding is being leveraged to

support the creation of a new access point which will be run by one of the County's primary youth providers (Covenant House) and will support access to housing problem solving resources including financial assistance to connect youth with permanent housing. This access point and services align with the adult system of care but will be responsive to the specific needs of youth and located in a space frequented by and accessible to the target population. Increasing the use of peer navigation connected to access points will also help the system respond more effectively to the unique needs of youth.

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 County Youth Action Board, made up of TAY and Youth with lived experience, meets regularly and develops recommendations for use of State funding programs, including HEAP and HHAP. The Youth Action Board consists of individuals with lived experience of homelessness. For example, it was through their recommendations that the need for a youth shelter in the mid and southern areas of the County was first identified for use of HEAP funds and continued support with HHAP funding. Additional recommendations made that are included in the planning of HHAP funds includes use of rental assistance, peer navigators, and employment services.

• The Alameda County/Oakland/Berkeley Continuum of Care (CA-502) plays a central role in the planning for use of HHAP funds. The participation of CoC Board members with lived experience is built into the CoC governance infrastructure.

• The design and implementation of HHAP funds aligns with the County's System Modeling framework, a robust model for reducing homelessness through the provision of responsive pathways out of homelessness that are tailored to the county's populations and are planned proportionally to the county's homeless count. Use of this model supports investments in key interventions that need to be brought to scale to see meaningful reductions in homelessness over the next five years. The year-long process to complete System Modeling centered on racial equity included the recruitment and participation of people with lived experience to help identify root causes and inform the types and amounts of interventions needed.

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	2490					
# 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	1437					
# of individuals to be served	0	27	27	0	0	54

	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	21	0	0	21	42

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	0					
# of individuals to be served	152	152	152	0	0	456
# of individuals to be placed into permanent housing	99	99	99	0	0	297

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	1915					
# of individuals to be served	0	2180	2180	0	0	4360
# of individuals to be placed into permanent housing	0	654	654	0	0	1308

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	375	375	0	0	0	750
# of individuals to be placed into permanent housing	56	56	0	0	0	112

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	0	67	67	0	0	134
# of individuals to be placed into permanent housing	0	40	40	0	0	80

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
The EveryOne Home 2018 Strategic Plan Update sets the following targets for the five year period of 2021 – 2023:
1) Reduce the number of people becoming homeless for the first time by 500 people annually for five years until under 500 people become homeless for the first time in 2023.
2)Increase the number of people exiting the system by 500 people every year for five years until 4,000 people move out of homelessness in 2023.
If the system prevents homelessness and increases the number of people gaining a home at these rates, no person experiencing homelessness would need to go without a shelter bed by January 2024.
Strategic Update Benchmarks by Year and Sub-Population Benchmarks
A. No more than 2,500 people become newly homeless by December 2019
B. 2,000 people move into permanent homes by December 2019
C. End unsheltered homelessness for families by December 2019
D. End chronic homelessness for veterans by March 2020
E. No more than 2,000 people become newly homeless by December 2020
F. 2,500 people move into permanent homes by December 2020
G. End chronic homelessness for seniors by December 2020
H. No more than 1,500 people become newly homeless by December 2021
I. 3,000 people move into permanent homes by December 2021
J.Number of currently homeless vets is below 90 by December 2021
K. No more than 1,000 people become newly homeless by December 2022
L. 3,500 people move into permanent homes by December 2022
M. Homeless people with serious mental illness drops from 2,700 annually to 1,350 by December 2022
N. No more than 500 people become newly homeless by December 2023
O. 4,000 people move into permanent homes by December 2023
P. Chronically homeless people drop to 850 by December 2023
Q. The number of people in families with children is under 200 by December 2023
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
Alameda County delayed expenditures during COVID, but has substantially obligated first year funds to begin new outreach, access points, and flexible assistance in January of 2021.
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
Our System Modeling and Race Equity Analysis shows racial disparities in system inflow (HUD System Performance Measure #5 disaggregated by race). In Alameda County, people experiencing homelessness for the first time are disproportionately black and indigenous persons. The goal is to not only decrease overall system inflow through use of HHAP-2 prevention and diversion funds, but to address the disproportionality of who becomes homeless.
The performance goal will be the % change in system inflow by race from baseline measures so that, when aggregating this measure by race, we will see a decrease in black and indigenous persons that brings the system in closer alignment with the actual population of Alameda County residents.
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
Alameda County's All In was created to make significant progress towards the ambitious goal of ending poverty in our community through strategies of collaboration and innovation. One of All In's key focus areas is Children, Youth, and Families, with a specific focus on youth homelessness. All In leads a collaborative effort through a Youth Action Board with the goal of cultivating youth voice and infusing that voice into policy and program planning in Alameda County to prevent and end youth homelessness. Youth Action Board members have provided recommendations on key funding allocations for addressing youth homelessness, including HHAP-1

and HHAP-2, and are informing the process for setting youth-specific performance targets that address the unique service needs of youth. To this end, two unique measures are being proposed for HHAP-2: 1) overall increase in youth-serving providers connected to the County's Housing Crisis Response System as evidenced by their participation in HMIS, with a goal of doubling this number from current baseline; and 2) proportion of youth served who maintained and/or secured housing through HHAP-2 funds, with a goal of 70%.

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
   Alameda County will employ three possible pathways to collaborate with partners on HHAP Projects:
   1. Alameda County Housing Solutions for Health Vendor Pool (Vendor Pool): The Alameda County Housing Solutions for Health Vendor Pool was recently established in the county to expedite innovative, healing-centered solutions to the region's housing crisis, without the delays typically associated with county procurement. The County will leverage the Vendor Pool as one of the avenues we use to fund our network of organizations that provide culturally responsive services under HHAP.
   In spring 2019, the Alameda County Board of Supervisors approved round 1 total funding to Alameda HCSA for up to $30,000,000 for contracts resulting from the Vendor Pool over a three -year period, 2019-2022. The Vendor Pool implements a rolling monthly Request for Qualification process, which brings together a selection of qualified vendors with creative and effective solutions to partner with the county to help people experiencing homelessness improve their health and obtain permanent homes. The Vendor Pool is intended to improve the County's ability to respond more effectively to the current housing emergency, to emerging opportunities to maximize utilization of time-limited funding, as well as to encourage vendors new to County contracting procedures to engage in the solution. All HCSA departments and programs are eligible to access the pool, allotting their program-specific funding to contract (within established individual funding stream parameters) with participating agencies. The scope of services for the Vendor Pool is broad to reflect the county's philosophy of providing an all-inclusive ("whatever it takes")

approach to meeting the complex needs of the target population -- people who are currently experiencing homelessness; living unstably; and/or were formerly homeless and have transitioned into short-term or long-term housing.

2.   Capacity Building and Innovations (CBIM) Microgrants: The purpose of the CBIM is to empower new small, emerging and/or existing provider organizations to: 1) join the county's homeless network of providers; 2) build their capacity to provide new and innovative services; and/or 3) initiate cross-organization collaborative service models to more effectively meet the needs of our homeless population. The microgrants will range from $5,000 to $100,000 and will be made available to support the following:

•   Cross Agency Collaborative Service Provision
•   Community Partnerships
•   Diversity, Equity and Inclusion
•   Adoption of New and Promising Practices
•   Asset-Building Activities
•   Trauma Informed Care Practices
•   Culturally Specific Programming
•   Special Populations

3.   HHAP Specific Request for Proposals: To be eligible for the Housing Solutions for Health Vendor Pool, vendors must demonstrate at least three years of experience serving the target population for each of the core service categories for which they are applying. Should the County be interested in using HHAP funds to support a project for which we do not have appropriate/qualified vendors that have at least three years of experience, the county will release other procurements to contract with them.

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
   Qualifications are reviewed monthly to establish a pool of vendors who have relevant experience and are interested in contracting with the County to serve people experiencing homelessness.
   Organizations that successfully demonstrate that they have the required minimum qualifications become part of our new Vendor Pool.
   Selection of partners happens on a as needed basis determined by project need.
   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
   The Vendor Pool enables the county to include new partners on a rolling basis, and the Capacity Building and Innovations (CBIM) Microgrants program empowers new small, emerging and/or existing provider organizations to: 1) join the county's homeless network of providers; 2) build their capacity to provide new and innovative services; and/or 3) initiate cross-organization collaborative service models to more effectively meet the needs of our homeless population.
   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
   1. Through the COC structure that includes people with lived experience of homelessness as well as the Alameda County Youth Action Board
   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
> The Capacity Building and Innovations (CBIM) Microgrants program is specifically designed to meet this goal
> 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 our collaboration, the county created a new Office of Homeless Care and Coordination in 2019. Leveraging the County's strengths in contracting and service delivery and established infrastructure, the Office of Homeless Care and Coordination improves efficiency and coordination within HCSA and with external partners and serves as a point of contact across the county. With the goal of building a robust, integrated, and coordinated system of homelessness and housing services, the new office works across two key objectives:
> A.   Planning and Coordination, which includes:
> 1.   Coordinating a planning and implementation process to incorporate Systems Modeling with existing strategic plans;
> 2.   Facilitating increased partnership with cities;
> 3.   Representing the County in the Continuum of Care and Coordinated Entry;
> 4.   Supporting countywide collaboration in areas of governance — including facilitation of the Department Head Round Table and Operations Council, policy development, and data sharing; and
> 5.   Working on sustainability and integration of homeless services.
> B.   Implementation of Proposed Service Expansions to include:
> 1.   the expansion of coordinated countywide street outreach, building on existing outreach efforts to provide low-barrier access to physical and behavioral health services, and linkages to housing and services through Coordinated Entry;
> 2.   Improving client experience and flow with increased interim housing options; and
> 3.   Improving encampment health response, to be aligned and coordinated with existing
> 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
   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

a. Through the incubator, the county has been developing the capacity of smaller, neighborhood based and minority operated service providers. This ensures that Black, Indigenous, Pacific Islander and Latinx communities are able to access supports in their own communities from trusted providers.

b. An outcome of local efforts to center racial equity in CoC governance will be elevating racial equity in the Local Competition for CoC funds as well as grant monitoring.

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. The system modeling and racial equity impact analysis, Centering Racial Equity in Homeless System Design, 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.

b. 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

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.

- Develop homeless housing opportunities for people with extremely low incomes and low ongoing service needs. The REIA focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers to education, and employment discrimination, among other situations. Focus group participants described a need for Dedicated Affordable Housing, a form of deeply subsidized housing for homeless people that does not require a disability to qualify.

- Develop subsidized housing models for people with low incomes. The REIA focus groups and provider input reinforced research that shows a growing number of Alameda County households are barely making ends meet. Focus group participants drew attention to the gap between what they can earn and high housing costs. In response, the model creates Shallow Subsidies. Shallow rental subsidies provide a small amount of money to bridge the gap between income and rent.

- 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. Flexible funds should not be restricted to one-time only. Prevention also takes ongoing shallow subsidies to address the gap between a household's earned income and high housing costs.

- Targeted use of temporary supports. Both the quantitative and qualitative components of the REIA made clear that one-time or temporary supports may fall short of realizing long-term housing stability for the highest-need households served in the homeless response system. These include households with long histories of homelessness, high service needs, and extremely low-income households with limited opportunities to increase income. This challenge is particularly acute for households of color due to racism in the employment sector and accumulated structural barriers. At the same time, the homeless response system model affirms RRH as an intervention that can be successful for as many as 13% of households. For this reason, the modeling recommends targeting RRH to households that show potential to increase their income and extending the timeline from six-to-nine months to 12 months. Additionally, the model plans for backstops that will help households that try RRH only to realize they need ongoing financial or service supports.

- Create homeless housing opportunities throughout the county. 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.

- 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.
- Increase Independence and Autonomy. Participants in the racial equity focus groups described wanting to live in environments where they could access support and retain independence and privacy. This recognition appears in the program models as an emphasis on voluntary support services provided by staff trained to understand structural racism and provide anti-racist support.
- Improve Communication. The racial equity impact analysis showed that too often, participants receive inconsistent messages and incorrect information. The homeless response system must communicate clearly and with one voice about available resources, eligibility criteria, and access

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
Alameda County is committed to ensuring all persons at-risk of or currently experiencing homelessness have equal access to the coordinated entry process, as well as the 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:
- 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.
- Periodic review of aggregate data is conducted to identify potential signs of discrimination or differential treatment of particular groups.
As a primary partner in the implementation of the CES, HCSA provides myriad supports to ensure system efficacy:
- Oversight of the CES Housing Resource Center Contracts;
- Oversight of the HMIS and CES prioritization process

- Funding and Contracting with direct services providers, including the City of Oakland, to provide assessment and connection to resource centers; and
- Funding housing navigation services countywide.

Utilizations Promotion and Outreach: Alameda County 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 throughout the county have received training on the coordinated entry assessment tool and process. Designated access points with drop-in hours have been established throughout the County. 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. Periodic review of aggregate data is conducted to identify potential signs of discrimination or differential treatment of particular groups. 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 mentioned above, the county will be implementing a micro grant program

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

The County uses Vendor Pool RFQ that specifically seeks out organizations serving people disproportionately impacted by structural racism and its effects. VP scores organizations on their experience and ability to reduce disproportionate impacts. Outcomes in contracts look a racial equity goals.

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

In partnership with the County's HMIS Lead, dashboards are being created to run system measures by project and disaggregated by race. The City of Oakland has been an early partner in piloting these dashboards to analyze racial disparities in all city-funded homeless interventions. As we bring this type of analysis to scale, we will have the ability to select HHAP-funded projects in the HMIS and assess outcomes by race for % change from current baseline findings (including project access/entry and exit).
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: Implemented
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: Implemented
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: Implemented
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: Implemented
Racial Equity Assessment Statement: We have convened and actively engage with a lived experience board that represents the population served.   Racial Equity Assessment Response: Implemented
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: Implemented

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: <mark>Implemented</mark>
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: <mark>Implemented</mark>
Racial Equity Assessment Statement: Our work includes performance measures to determine how well we are doing to address racial disparities.   Racial Equity Assessment Response: <mark>Implemented</mark>
Racial Equity Assessment Statement: We have developed and implemented a plan to address racial disparities in the homelessness response system.   Racial Equity Assessment Response: <mark>Implemented</mark>
Racial Equity Assessment Statement: We host or participate in trainings dedicated to improving equitable outcomes.   Racial Equity Assessment Response: <mark>Implemented</mark>

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
   County coordination efforts with Everyone Home and our cities to identify regional needs is built into the CoC governance infrastructure and informed by the Alameda County Housing Pipeline Planning Committee as well as core planning efforts outlined in the Alameda County 2018 Strategic Plan Update (http://everyonehome.org/about/the-plan/) and the Alameda County Homelessness Action Plan 2018-2021 (https://homelessness.acgov.org/action-plans).
   To advance our collaboration, in 2019, HCSA created a new Office of Homeless Care and
   Coordination. Leveraging HCSA's strengths in contracting and service delivery and established infrastructure, HCSA's Office of Homeless Care and Coordination improves efficiency and coordination within HCSA and with external partners and serves as a point of contact across the county. With the goal of building a robust, integrated, and coordinated system of homelessness and housing services, the office works across two key objectives:
   1. Planning and Coordination, which includes:
   -Coordinating a planning and implementation process to incorporate Systems Modeling with existing strategic plans;
   -Facilitating increased partnership with cities;
   -Representing the County in the Continuum of Care and Coordinated Entry;
   -Supporting countywide collaboration in areas of governance — including facilitation of the Department Head Round Table and Operations Council, policy development, and data sharing; and
   Working on sustainability and integration of homeless services.
   2. Implementation of Proposed Service Expansions to include:

-The expansion of coordinated countywide street outreach, building on existing outreach efforts to provide low-barrier access to physical and behavioral health services, and linkages to housing and services through Coordinated Entry;
-Improving client experience and flow with increased interim housing options; and
-Improving encampment health response, to be aligned and coordinated with existing county/city outreach and sanitation services.
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
    County coordination efforts with Everyone Home and our cities to identify regional needs is built into the CoC governance infrastructure and informed by the Alameda County Housing Pipeline Planning Committee as well as core planning efforts outlined in the Alameda County 2018 Strategic Plan Update http://everyonehome.org/about/the-plan/) and the Alameda County Homelessness Action Plan 2018-2021 (https://homelessness.acgov.org/action-plans).
    Stakeholders have been convening for nearly a year around developing a sustainable revenue source for housing outcomes from homelessness. One policy proposal was to allocate the funding source by geographic area, by homeless numbers from the last point-in-time count. The stakeholders agreed to use this formula, with the county's systems modeling, to allocate HHAP funds. The group went on to draft a policy framework for new revenue that was adopted by the county's Board of Supervisors in August.
    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. Because the CoC and county combined funds through redirection, we were able to budget together, bringing in community representatives to participate in the planning. We held several meetings before the application was originally submitted, then created a joint Request for Interest for potential

provider partners and reviewed all responses together. During the planning process, the county met with city representatives from each of five regions of the county. Through this, we encouraged planning among the cities in each region. As a result of this work, two of the regions continued to convene their city partners between regions and were able to develop broader joint homelessness response agreements that went significantly beyond HHAP. As a result of city input, we have now built specific jurisdictional accountability into our 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: 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 county has meant that we 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
   For County funds, these rental assistance dollars will assist people exiting project roomkey from throughout the county, CoC dollars will fund new Access Point services. Both critical to systems modeling implementation and city/county/CoC partnerships.
   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 uses 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. 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
   Alameda County has not finished a new strategic plan since HHAP-1. However, the County and CoC completed a systems modeling process with racial equity framework. Over the next five months, county stakeholders will develop an implementation plan for the Systems Modeling work that was completed.
   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
   Collaboration is built into CoC governance infrastructure to bring updates to relevant CoC committees for feedback and action when applicable.
   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
   Youth strategies are being identified through:
   •   Inclusion of a Youth-specific strategic plan as part of our HHAP-1 funding allocation.
   •   The Youth Action Board which is currently being expanded and strengthened to provide infrastructure for the planning process.
   •   The CoC backbone organization (EveryOne Home) which is currently working on developing a youth-specific assessment tool that will support more robust data on barriers to housing and help inform strategic planning.
   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
• The Youth Action Board has produced a set of recommendations based on feedback from youth with lived experience. Those recommendations have informed planning and spending decisions for HEAP, HHAP-1, and HHAP-2.
• Covenant House, as one of the primary service providers for youth in Alameda County, meets regularly with County staff to update on status and performance goals for youth-funded projects, which helps inform system planning efforts.
• CoC Committees have specific seats to represent the youth system in overall system planning.
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-HHAP00020

CoC / Large City / County Name:
CoC / Large City / County Name Response: Alameda

Administrative Entity Name:
Administrative Entity Name Response: Health Care Services Agency

Receiving Redirected Funds?
Receiving Redirected Funds? Response: Yes

Total Redirected Funding:
Total Redirected Funding Response: $4,471,378.00

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		$700,376.78	$700,376.78				$1,400,753.55
Rapid Rehousing: Youth Set-Aside							
Operating Subsidies and Reserves	$500,054.00	$857,763.90	$200,000.00				$1,557,817.90

Category							Total
Operating Subsidies and Reserves: Youth Set-Aside		$357,710.00					$357,710.00
Street Outreach		$188,101.19	$188,101.19				$376,202.38
Street Outreach: Youth Set-Aside							
Services Coordination		$440,236.83	$440,236.83				$880,473.66
Services Coordination: Youth Set-Aside							
Systems Support	$350,947.70	$350,947.69					$701,895.39
Systems Support: Youth Set-Aside							
Delivery of Permanent Housing							
Delivery of Permanent Housing: Youth Set-Aside							
Prevention and Shelter Diversion		$1,269,782.20	$1,269,782.20				$2,539,564.40
Prevention and Shelter Diversion: Youth Set-Aside		$160,086.12	$160,086.12				$320,172.24
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%)	$141,225.52	$141,225.52	$141,225.52				$423,676.55
Administrative (up to 7%)	$148,286.79	$148,286.79	$148,286.79	$148,286.79			$593,147.17

<u>TOTAL FUNDING ALLOCATION:</u>
Total Funding Allocation Response: <mark>$8,473,531.00</mark>

<u>TOTAL YOUTH SET-ASIDE (at least 8%):</u>
Total Youth Set-Aside (at least 8%) Response: <mark>$677,882.24</mark>

<u>EXPENDITURE PLAN COMMENTS:</u>
Expenditure Plan Comments Response:
<mark>Strategic Planning Funds will go towards operationalizing our racial equity and homeless response system modeling project recomendations to address gaps in our system.</mark>

10.   HHAP Round 2 Funding Plan 1

Submission ID: NOFA-HHAP00020

Intervention Type:
Intervention Type Response: Rental Assistance

Total Funds Requested:
Total Funds Requested Response: $1,400,753.55

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response: $1,400,753.55

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
$1,400,753.56 will provide short-term rental assistance to support former Project Roomkey participants transitioning to bridge housing as needed, in response to the current 12-month rental assistance limits imposed by ESG-CV funds for rapid rehousing, and as that funding expires in 2022. The County anticipates serving approximately 600 Project Roomkey households initially with ESG-CV, but also expects that many of them, due to higher health care vulnerabilities and housing barriers, will need to transition to PSH, as the rapid rehousing model may not be an appropriate fit for longer-term housing stability. As the amount of PSH in Alameda County does not meet the need, households prioritized for this intervention often must wait long periods of time to be matched to an opening. The HHAP rental assistance funds will support 2 different scenarios for this population: provide a longer runway for those in an (expiring) ESG-CV rapid rehousing program and provide bridge support for those targeted for PSH. The rental assistance funded by HHAP is paired with housing stability case management services leveraged from other funding sources, as well as landlord liaison services when new unit identification is needed.
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
Our System Modeling report ('Centering Racial Equity in Homeless Response System Design', published in January 2021) shows us that there is some % of households that will require a backstop in RRH programs, both for PSH if greater service needs are identified, and for those who don't require

ongoing intensive services, but due to economic constraints within the Bay Area housing and job markets, need more time than typically provided in 'traditional' RRH programs afford. Our System Modeling gaps analysis has also shown us that Alameda County needs to build up its inventory of shallow subsidies (estimates show a gap of approximately 1,470 units of shallow subsidy needed for households with adults only based on balancing current resources).

There are approximately 1200 Project Roomkey participants that Alameda County is currently working with to identify permanent housing pathways. Funds may also support other high-priority populations transitioning from unsheltered situations to bridge or permanent housing, including agencies partnering with landlords to build up unit inventory in the private market and provide security deposits, unit holds, etc.

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
Chronically Homeless
Veterans
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
The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers to education, and employment discrimination, among other situations. The 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 Alameda County. Creating homeless housing opportunities throughout Alameda County will allow participants to choose to live in the communities where they work, have social support networks, and receive services.

The application of HHAP rental assistance funds as bridge housing, or continuation of RRH, helps address these racial barriers through identification of economic factors as a primary contributor to homelessness for many BIPOC communities.

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

Performance indicators for rental assistance applied to rapid rehousing models has been in place in Alameda County for quite some time, both through analysis of HMIS data and HUD system performance measures, as well as the Continuum of Care's Results Based Accountability measures which are looked at quarterly, by intervention type. The County is currently working on a 5 year strategic plan for ending homelessness that details implementation of our System Modeling and Race Equity Impact Analysis findings, and will include additional measures for further drilling down on race equity goals with each intervention type, to continue to monitor who is able to access rental assistance funds by race, compared to the demographic breakdowns of who experiences homelessness in Alameda County, and who experiences successful program exits by race, when compared to the racial breakdown of who is receiving the intervention.

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

11.   HHAP Round 2 Funding Plan 2

Submission ID: NOFA-HHAP00020

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

Total Funds Requested:
Total Funds Requested Response: <mark>$1,200,107.90</mark>

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response: <mark>$1,200,107.90</mark>

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
$1,200,107.90 for operating subsidies to support interim housing programs throughout four County regions. Programs were previously developed and implemented under the HEAP program and require operating subsidies to continue operations. Examples of programs include navigation centers in Mid and South County, and a new navigation center on County property scheduled to open this year. The new navigation center will consist of 34 Tiny Homes for non-congregate sheltering and will include 15 recuperative care units with respite care services provided through Whole Person Care respite funds. Access is 24/7, accommodating to people with their partners and pets, and offers more intensive services to people experiencing homelessness. Other regional interim housing programs supported by operating subsidies include Safe Parking sites.
All regional housing programs include case management services and, in many cases, flexible funding to support program exits to permanent housing.
All regional housing programs funded by HHAP will serve homeless residents in the entire region through the County's Coordinated Entry System.
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
This navigation center utilizes 34 tiny homes for non-congregate shelter, of which 15 provide respite care services. Access is 24/7, accommodating to people with their partners and pets, and offers more intensive services to people experiencing homelessness. Any unused funds will support permanent housing if available.
During the Round I HHAP NOFA process, Alameda County released an RFI to survey priority projects in each region, and then prioritized those projects based on the County's System Modeling and Race Equity Analysis. Aligned

with our system modeling goals, the County budgeted funds to ensure that existing housing program inventory could be sustained, but that new units of interim/crisis housing not be added to the system as our system gaps are mostly found in the proportionality of other resources when compared to interim housing. The County's intention in supporting these projects is to ensure that operational funds are provided for existing beds, especially during and in light of COVID-19, and to promote non-congregate sheltering options where possible.

Any unused funds will support permanent housing projects if available. The use of Operating Subsidies helps achieve regional goals by collectively ensuring that throughout the course of a year, navigation centers can assist with the following:

- Maintain 1,357 units (based on 2020 inventory) for adult-only households through the County's crisis response;
- 4,000 people move into permanent homes;
- Residents experiencing chronical homelessness drop to 850;
- Number of currently homeless veterans is below 90.

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
Chronically Homeless
Veterans
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
The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers to education, and employment discrimination, among other situations. The 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 Alameda County. Creating homeless housing opportunities throughout Alameda County will allow participants to choose to live in the communities where they work, have social support networks, and receive services.
Ensuring operation of interim housing beds provides an opportunity to work more intensively with BIPOC clients to develop permanent housing plans, as affordability, lack of available housing options, and housing discrimination, are significant barriers.

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
Performance indicators for interim housing programs has been in place in Alameda County for quite some time, both through analysis of HMIS data and HUD system performance measures, as well as the Continuum of Care's Results Based Accountability measures which are updated and reviewed quarterly, broken down by intervention type.
The County is also working on a 5 year strategic plan for ending homelessness that details implementation of our System Modeling and Race Equity Impact Analysis findings, and will include additional measures for further drilling down on race equity goals within each intervention type, to continue to monitor who is able to access interim housing programs by race, compared to the demographic breakdowns of who experiences homelessness in Alameda County, and who experiences successful program exits by race, when compared to the racial breakdown of who receives the intervention.
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

12.   HHAP Round 2 Funding Plan 3

Submission ID: NOFA-HHAP00020

Intervention Type:
Intervention Type Response: Outreach

Total Funds Requested:
Total Funds Requested Response: $376,202.38

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response:

3. Street outreach
Street outreach response: $376,202.38

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
$376,202.38 for street outreach and coordination services that will be delivered as an extension of 11 Coordinated Entry access points (Housing Resource Centers) throughout each of the five regions in the County. Alameda County has a mix of urban, suburban, and rural areas, requiring specialized strategies and resources in each region. The HHAP outreach funds will support CES staff to provide front door services to the County's Homeless Response System by working out in the field, conducting housing problem solving and administering client flexible funds to our unsheltered homeless residents. Outreach and Coordination staff will also stay in touch with clients who are prioritized high for permanent housing resources through CES so that they can ensure continuity of care and document readiness for housing opportunities that might come available.
Outreach staff connected to CES access points are charged with knowing unsheltered residents in their region and ensuring they stay connected.
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
Investing in our outreach and coordination services, which are intentionally paired with homeless response system access points, will help bring additional 'front doors' to the system and help close the gap for populations that experience barriers to more traditional access points (physical housing resource centers; emergency shelter; 2-1-1 information and referral; etc.). As a large, geographically diverse county, we continue to work towards our goal of having outreach teams to scale, meaning every census tract in the County is assigned to a team.
While the County's gaps analysis that was conducted as part of our System Modeling effort focused primarily on housing resources (units of

interim/transitional/permanent housing), it acknowledges that street outreach is a key feature to the crisis response system and a primary means of serving unsheltered adults until they can be connected to a housing resource.

Specific regional goals for this work include:

- Using a strength-based housing problem solving approach, seeking temporary and permanent housing resolutions for individuals experiencing homelessness and those at imminent risk of homelessness.
- Minimize the number of individuals who are assessed and only waiting for more resource-intensive solutions, which may not be available.
- Provide support and links to available services by staff trained to understand structural racism and provide anti-racist support.
- Provide information quickly: for those assessed, immediately get information about what resources are available to them and assist them to the next step.
- Maintain connection with individuals who have been provided HPS and/or assessed and not likely to get a more intensive resource.

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
Chronically Homeless
Veterans
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
The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers to education, and employment discrimination, among other situations. The 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 Alameda County. Creating homeless housing opportunities throughout Alameda County will allow participants to choose to live in the communities where they work, have social support networks, and receive services.
By continuing to invest in and expand our coverage of outreach teams in each region, we can ensure that some of the barriers experienced disproportionately by communities of color are addressed by bringing the front door directly to those consumers, instead of placing the burden on them to navigate access.
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
County contracts require monthly reporting on performance measures in CES contracts, and as referenced below, the Continuum of Care does a quarterly 'look' at performance across the system. Some of the specific measures for this work will be captured by collection of the following:
• Monthly HMIS reports that capture number of consumers enrolled in Housing Problem Solving; number of crisis assessments conducted (for access to CES crisis resources); number of housing assessments conducted (For access to CES housing resources); number of outreach contacts and outreach hours conducted; number of prioritized households identified for targeted outreach who are located and linked to a resource.
System-wide performance indicators for outreach programs have been in place in Alameda County for quite some time, both through analysis of HMIS data and HUD system performance measures, as well as the Continuum of Care's Results Based Accountability measures which are updated and reviewed quarterly, broken down by intervention type.
The County is also working on a 5 year strategic plan for ending homelessness that details implementation of our System Modeling and Race Equity Impact Analysis findings, and will include additional measures for further drilling down on race equity goals within each intervention type, to continue to monitor who is able to access services by race, compared to the demographic breakdowns of who experiences homelessness in Alameda County, and who experiences successful program exits by race, when compared to the racial breakdown of who receives the intervention.
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-HHAP00020

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

Total Funds Requested:
Total Funds Requested Response: <mark>$880,473.66</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: <mark>$880,473.66</mark>

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
$880,473 will support Services Coordination previously provided through the County's expiring Whole Person Care funds, including the following:
ii. The county will fund housing navigators to provide intensive services to people who are sheltered or unsheltered and assessed as highly vulnerable to access appropriate housing. Navigators will participate in regional coordination efforts with multidisciplinary teams facilitated by County staff.
iii. The county will provide tenancy sustaining support services to people placed in permanent supportive or other permanent housing and assessed as highly vulnerable.
Currently, these services utilize a per member per month 'bundle' approach as modeled after our health plans. However, with Whole Person Care expiring, HHAP funds will be utilized to provide a backstop for these services while the County partners with its Medi-Cal managed care plans to figure out how much of this service can transition to CalAIM.
The amount of funding set aside by HHAP will support approximately 67 of the County's most vulnerable clients as assessed through CES for intensive wrap-around housing support to both find and maintain permanent housing.
Housing Bundle services (housing navigation transitioning to tenancy sustaining services) are mostly targeted for those who have been prioritized for permanent supportive housing.
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
TOur gaps assessment shows a strong need to bring permanent housing resources to scale. While specific efforts are being worked on to increase permanent supportive housing, dedicated affordable housing, and shallow subsidies, these housing resources cannot be successfully accessed without

the intensive services needed to ensure that our highest priority populations are located and supported throughout the housing process and beyond. The intensity of this service set (housing navigation and tenancy sustaining bundles) ensures that people don't fall through the cracks. Too often we have found that consumers who might have been matched to a housing opportunity missed the chance due to lack of documents needed, for example. Being paired with intensive services on the front end prior to the housing match ensures that someone is working on their behalf to maximize each and every opportunity for housing stability.

This service will support the following regional goals:

-3,500 people move into permanent homes.

-Homeless people with serious mental illness drops from 2,700 annually to 1,350.

-People experiencing chronic homelessness drops to below 850.

Additionally, as Alameda County works diligently to grow its PSH pipeline, we will need to ensure that we not just sustain current supportive service commitments but have opportunities to grow them in lock step with new units coming online. Ensuring continuation of funding for this critical service will help accomplish that goal.

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:

Chronically Homeless

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

The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers t

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
N/A
Funding Plan – Question 7 – Response Ends

14.   HHAP Round 2 Funding Plan 5

Submission ID: NOFA-HHAP00020

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

Total Funds Requested:
Total Funds Requested Response: <mark>$701,895.39</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>$701,895.39</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
    $701,895.39 to strengthen system support to create regional partnerships, which includes funding 2 Regional Zone Coordinators who will bring together regional multidisciplinary teams to coordinate client care, and match clients to specific resources. This includes outreach and housing navigation staff funded by HHAP-2. Alameda County's Homeless Response System includes resources and teams assigned to one of five geographic regions. Each region is meant to have a Regional Coordinator who coordinates the outreach efforts, helps match homeless consumers in the region to available resources, and brings together coordination teams across the region to conduct case conferencing on high priority individuals. These positions are located within the County's Health Care Agency, which is also the Management Entity for Coordinated Entry, ensuring alignment with system policies and practices so that regions operate in a consistent manner. Additional system support funds will be used to bring together local jurisdictions and community-based organizations to provide diversity/equity and inclusion training, and housing problem solving training across regions. Achieving race equity is a key goal as brought forward in our System Modeling and Race Equity Impact Analysis work this past year. Key to achieving this goal is ensuring that our homeless response providers receive training in how to promote race equity within their work. This is also a key focus of the County's Housing Problem Solving efforts which have a larger focus in our revised CES, and HHAP funds will ensure regular HPS training with a focus on race equity as well.
    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 System Support funds help achieve many goals that are cross-cutting through our work. On a broad scale, the Regional Coordination staff, as well as the systemwide training efforts, will help provide the connective tissue that ensures high quality services are delivered in a manner such that our goals to permanently house our most vulnerable homeless residents can be achieved. Without staff trained in equity and inclusion, for example, the specific barriers that homeless communities of color face cannot be adequately removed. This type of investment in our system ensures that staff have the tools and resources needed to effectively serve everyone in a manner aligned with our system's values.

Similarly, the work of the CES regional coordinators is required to coordinate care and ensure that the right resources are connected to the right households in each region. Without this level of focus, we will continue to see patterns repeated with who has access to what and how well the system does or doesn't perform in removing those specific barriers.

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
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
The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers to education, and employment discrimination, among other situations. The 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 Alameda

County. Creating homeless housing opportunities throughout Alameda County will allow participants to choose to live in the communities where they work, have social support networks, and receive services.
As mentioned in #2 above, the investment in systems support directly provides new resources to effectively deliver housing problem solving and critical front-door services to communities of color, and ensures that each region is well coordinated and bringing 'the team' together with regard to coming up with individual housing solutions for those in our County with the most barriers to housing.
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
Performance for systems support work is measured a bit differently since the work is not delivered through contracts with CBO providers for direct service. Instead, performance regarding our training investments will be measured through our systemwide indicators regarding how well we're serving BIPOC communities particularly with front door (housing problem solving) access to our system. If outcomes are disproportionately low for communities of color, then that will warrant re-evaluation of the system support interventions put into place. As stated previously, measures across our Coordinated Entry System and related service contracts for housing problem solving, outreach, housing navigation, etc. are collected monthly and looked at systemwide on a quarterly basis. We will continue to monitor how many providers in our homeless response system receive regular training as well to ensure our CBO providers are well supported in achieving our system's race equity goals.
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

15.   HHAP Round 2 Funding Plan 6

Submission ID: NOFA-HHAP00020

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

Total Funds Requested:
Total Funds Requested Response: $357,710.24

HHAP Eligible Uses:

1. Rapid rehousing
Rapid rehousing response:

2. Operating subsidies
Operating subsidies response: $357,710.24

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: 2937

# 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: 6312

Shelter vacancy rate (%) in the summer months
Shelter vacancy rate (%) in the summer months response: 37

Shelter vacancy rate (%) in the winter months
Shelter vacancy rate (%) in the winter months response: 32

% of exits from emergency shelters to permanent housing solutions
% of exits from emergency shelters to permanent housing solutions response: 29

Describe plan to connect residents to permanent housing
Describe plan to connect residents to permanent housing response: Most Navigation Centers, along with other interim housing programs including transitional housing and emergency shelter, include case management services that are often paired with flexible funds (one-time) to help residents transition to permanent housing, and in some cases rapid rehousing funds (short-term ongoing rental assistance) are included with the program model to ensure positive exits to housing and creating flow through the program. We are currently making adjustments to our CES to prioritize and refer individuals to these types of program models (interim housing + rapid rehousing exits) for maximum success. Many beds in navigation centers and emergency shelters are also being designated for our system's highest priority clients who are on the target list for permanent supportive housing resources, so we can ensure that they are sheltered and remain connected to the system while awaiting an opening in PSH. Others who are moving from unsheltered to sheltered situations but not prioritized high enough for limited housing resources, are offered housing problem solving with available one-time financial assistance, to support resolution of their homelessness. Housing problem solving also includes referrals to any resources that might be helpful (medical care, SSI, benefits, etc.).

(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
Funds will support operating a youth shelter using a navigation center model for transition-aged youth in Mid- Alameda County. Capital development for the youth navigation center was started with State HEAP funds, repurposing vacant land belonging to the
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 navigation center intervention for youth will address specific gaps with our youth system of care as we've found that young people have a harder

time accessing resources, including shelter. This is due to the stigma of their housing situation, lack of knowledge of available resources, and a dearth of services targeted to young people. By expanding available resources in new areas of the County, we hope to engage a subset of our homeless youth population that might not already be connected to the system.

Our last unsheltered PIT Count (2019) showed us that 82% of transition age youth experiencing homelessness in Alameda County were unsheltered. Bringing more shelter beds online will help provide a safe place to stay while engaging with youth to connect them to other services.

Also utilizing HHAP funds, the Continuum of Care intends to undertake a youth-focused modeling process that includes extensive youth representation to build a robust model similar to that created for countywide adults and families to better understand existing resources and gaps to bring youth interventions to scale. However, the County's existing system modeling process did include a specialized pathway for youth accessing transitional housing and found that 155 units of temporary housing are needed in year one.

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:
Unaccompanied Youth (12-24yr of age per definition in HHAP statute)
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
The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers to education, and employment discrimination, among other situations. These structures also exist and impact transition-aged youth experiencing generational poverty, interaction with the foster care system, etc.

The 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 Alameda County. Creating homeless housing opportunities

throughout Alameda County will allow participants to choose to live in the communities where they work, have social support networks, and receive services.

The ability to work intensively with our youth community experiencing homelessness through the provision of safe shelter and wrap around services will allow for longer periods of engagement to develop housing plans that address the specific impacts of homelessness on youth-aged communities of color.

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

   Performance indicators for interim housing (including navigation center) programs has been in place in Alameda County for some time, and utilizes analysis of HMIS data and HUD system performance measures, as well as the Continuum of Care's Results Based Accountability measures which are updated and reviewed quarterly, broken down by intervention type. Contracts with service providers also include monthly reporting on key metrics such as program entries and exits broken down by demographic information, connection to other mainstream services, income/employment supports, and permanent housing exits.

   The County is also working on a 5 year strategic plan for ending homelessness that details implementation of our System Modeling and Race Equity Impact Analysis findings, and will include a youth-specific strategic planning component to specifically model youth interventions and establish baseline measures for tracking progress. All measures will drill down on race equity goals within each intervention type, to continue to monitor who is able to access interim housing programs by race, compared to the demographic breakdowns of who experiences homelessness in Alameda County, and who experiences successful program exits by race, when compared to the racial breakdown of who receives the intervention.

   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

   Services will be provided through both a youth development and trauma informed care lens which specifically incorporates peer mentoring. The Coordinated Entry System is expanding in Alameda County to include youth-specific access points where peer navigation fellows will outreach to and engage youth experiencing homelessness to connect them to youth-specific resources, such as the navigation center.

16.   HHAP Round 2 Funding Plan 7

Submission ID: NOFA-HHAP00020

Intervention Type:
Intervention Type Response: <mark>Diversion and Homelessness Prevention</mark>

Total Funds Requested:
Total Funds Requested Response: <mark>$2,539,564.40</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:

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

7. Prevention and diversion
Prevention and diversion response: <mark>$2,539,564.40</mark>

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
A large portion of HHAP funds are being invested in access points and services connected to our Coordinated Entry System. Prevention/ shelter diversion funds are being used to equip our currently planned for 11 access points/housing resource centers with
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
Our System Modeling process highlighted that there is a significant portion of the homeless population in Alameda County whose homelessness could be resolved through one-time or short-term supports that primarily address some of the economic and/or socie
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
==The Race Equity Impact Analysis (REIA) focus groups identified a gap in resources for extremely low-income households with low ongoing support service needs. Structural racism has a significant economic impact due to histories of incarceration, barriers t==
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
==As previously mentioned, County contracts require monthly reporting on performance measures in CES contracts, and the Continuum of Care does a quarterly 'look' at performance across the system. Some of the specific measures for this work will be captured==
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
==Services will be provided through both a youth development and trauma informed care lens which specifically incorporates peer mentoring. The Coordinated Entry System is expanding in Alameda County to include youth-specific access points where peer naviga==
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 a Local Investment Plan for submittal with your ESG-CV2 Application. Refer to the Sample Local Investment Plan on page 11 of the Guide referenced above as an example.

Applicant Name:	Oakland/Berkeley - Alameda County	CoC Name, if different:	CA-502

Part 1: Summary of Investment Plan

1. Purchase hotels (3 buildings / 529 units approved) for use as permanent or interim housing by (December 30, 2020) and improve them as needed (additional purchases in-process).

2. Develop strategies and utilize resources to rehouse (all) individuals and households currently staying in NCS through the provision of ESG-CV Rapid Re-housing, permanent supportive housing and dedicated affordable housing supportive strategies, utilizing racially equitab

3. Following the end of the public health emergency, retain as many of the non-congregate shelter (NCS) sites as possible to continue to serve as interim housing for as long as needed, including bringing more NCS online through other County programs (e.g. tiny home villages).

Part 2: Priority and Order of Use of Funding Sources

Non-Congregate Shelter/Interim Housing (Capital / Operations / Ser		Rental Assistance (Short-Term to Permanent)		Permanent Supportive and Service Enriched Housing (Capital / Oper		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:	CRF (via U.S. Treasury)	Funding Source:	ESG-CV (via HCD)	Funding Source:	CRF (via U.S. Treasury)	Funding Source:	CDBG-CV (via HUD)
If Other, List:	Roomkey Sites	If Other, List:		If Other, List:	Homekey	If Other, List:	
Funding Amount:	$9,152,518.00	Funding Amount:	$11,748,000.00	Funding Amount:	$14,500,000.00	Funding Amount:	$3,666,066.00
Unit of Measure:	Individual	Unit of Measure:	Household	Unit of Measure:	Other	Unit of Measure:	Household
If Other, List:		If Other, List:		If Other, List:	rooms	If Other, List:	
Number Assisted:	1200	Number Assisted:	425.00	Number Assisted:	104.00	Number Assisted:	624.00
Deadline for Expenditure:	12/31/2020	Deadline for Expenditure:	9/30/2022	Deadline for Expenditure:		Deadline for Expenditure:	9/30/2022
Funded Activity:	Services	Funded Activity:	Short Term	Funded Activity:	Permanent	Funded Activity:	Diversion
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Temporary housing for homeless individuals at high risk for complications from COVID-19. Guests	Narrative Description (Optional):	Transition households from Project Roomkey temporary COVID-19 quarantine site into permanent	Narrative Description (Optional):	Transition Project Homekey sites from temporary COVID-19 quarantine sites into permanent housing for	Narrative Description (Optional):	e-financial and legal anti-displacement assistance
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:	ESG-CV (via HUD)	Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	$2,162,010.00	Funding Amount:	$5,769,334.00	Funding Amount:		Funding Amount:	
Unit of Measure:	Individual	Unit of Measure:	Household	Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	279.00	Number Assisted:	189.00	Number Assisted:		Number Assisted:	
Deadline for Expenditure:	12/31/2020	Deadline for Expenditure:	9/30/2022	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Services	Funded Activity:	Short Term	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Temporary housing for homeless individuals and are at high risk for complications from COVID-19 within	Narrative Description (Optional):	ary COVID-19 quarantine site into perr	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:	HEAP (via HCFC)	Funding Source:	ESG-CV (via HUD)	Funding Source:		Funding Source:	
If Other, List:		If Other, List:	Berkeley ESG-CV and Oakland ESG-CV	If Other, List:		If Other, List:	
Funding Amount:	$120,815.00	Funding Amount:		Funding Amount:		Funding Amount:	
Unit of Measure:	Bed	Unit of Measure:	Household	Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	65.00	Number Assisted:	272.00	Number Assisted:		Number Assisted:	
Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	9/30/2022	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Capital	Funded Activity:	Short Term	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Implementation of two navigation centers	Narrative Description (Optional):	Transition households from Project Roomkey temporary COVID-19 quarantine site into permanent	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:	Other	Funding Source:	HEAP (via HCFC)	Funding Source:		Funding Source:	
If Other, List:	CESH	If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	210792	Funding Amount:	102474	Funding Amount:		Funding Amount:	
Unit of Measure:	Bed	Unit of Measure:	Household	Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	55	Number Assisted:	10	Number Assisted:		Number Assisted:	
Deadline for Expenditure:		Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:		Funded Activity:	Short Term	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):		Narrative Description (Optional):	istance for those exiting noncongrega	Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #5		**Funding Source: Use and Priority #5**		**Funding Source: Use and Priority #5**		**Funding Source: Use and Priority #5**	
Funding Source:	CDBG-CV (via HUD)	Funding Source:		Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	67113	Funding Amount:		Funding Amount:		Funding Amount:	
Unit of Measure:	Household	Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	81	Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:	9/30/22	Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Operations	Funded Activity:		Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	operations and COVID risk mitigation	Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	

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%		#####
White	3205	26%	971	23%	283	20%	205		883	30%		#DIV/0!	1491	23%	71	18%		#####
Black	7109	57%	2572	61%	868	62%	226		1580	53%		#DIV/0!	3968	61%	252	63%		#####
Native American/Alaskan	453	4%	163	4%	65	5%	177		89	3%		#DIV/0!	162	3%	17	4%		#####
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%		#####
Ethnicity		0%		0%						0%		#DIV/0!		0%		0%		#####
Hispanic	1981	16%	696	16%	226	16%	207		482	16%		#DIV/0!	919	14%	57	14%		#####
Non-Hispanic	10198	82%	3515	83%	1166	83%	220		2492	83%		#DIV/0!	5452	84%	343	86%		#####

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 indiduals/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 indiduals/persons.	Data Source: Approximation of HUD System Performance Measure7b.1 "Exits to Permanent Housing Destinations." Units are indiduals/persons.	Data Source: Approximation of HUD System Performance Measure 1a, "Length of Time Persons Remain Homeless." Units are indiduals/persons.	Data Source: APR of Permanent Supportive Housing. Units are indiduals/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.