Homeless Housing, Assistance and Prevention Round 3 Application

Application Information

This Cognito platform is the submission portal for the Cal ICH HHAP-3 Application. You will be required to upload a full copy of the HHAP-3 Data Tables Template *and* enter information into the portal from specific parts of the HHAP-3 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-3 resources prior to beginning this application:

- HHAP-3 Notice of Funding Availability (NOFA)
- HHAP-3 Local Homelessness Action Plan & Application Template and
- HHAP-3 Data Tables Template

Application Submission for HHAP-3 Funding

Using the **HHAP-3 Local Homelessness Action Plan & Application Template** as a guide, applicants must provide the following information in the applicable form section (see *How to Navigate this Form*) to submit a complete application for HHAP-3 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding**: the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.

3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are NOT required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this Cognito form will be considered the official responses to the required narrative questions.

4. **Part IV: HHAP-3 Funding Plans:** the information required in this section will be provided in Tables

6, 7 (as applicable), and 8 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

5. **Evidence of meeting the requirement to agendize the information in Parts I and II at a meeting of the governing board** will be provided as <u>a file upload</u> in the *Document Upload* section.

How to Navigate this Form

This application form is divided into **five sections**. The actions you must take within each section are described below.

- **Applicant Information**: In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.

- **Document Upload**: In this section, upload (1) the completed HHAP-3 Data Tables Template as an Excel file, (2) evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.

- **Outcome Goals and Strategies**: In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-3 Data Tables Template.

- **Narrative Responses**: In this section, enter your responses from Part III of the HHAP-3 Local Homelessness Action Plan & Application Template.

- **Certification**: In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

I have reviewed the HHAP-3 NOFA and application template documents
Yes

I am a representative from an eligble CoC, Large City, and/or County
Yes

Applicant Information

List the eligible applicant(s) submitting this application for HHAP-3 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

Eligible Applicant(s) and Individual or Joint Designation
Individual

This application represents the individual application for HHAP-3 funding on behalf of the following eligible applicant jurisdiction(s):

Eligible Applicant Name
City of Oakland

Administrative Entity Information

Funds awarded based on this application will be administered by the following Administrative Entity:

Administrative Entity
Community Homelessness Services, Human Services Department - City of Oakland

Contact Person
C'Mone Falls

Title
Planner/Acting Manager

Contact Person Phone Number
(510) 238-6186

Contact Person Email
cfalls@oaklandca.gov

Document Upload

Upload the completed [HHAP-3 Data Tables Template](#) (in .xlsx format), evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

HHAP-3 Data Tables
HHAP-3 Data Tables Template - Oakland.xlsx

Governing Body Meeting Agenda or Minutes
City Council Agenda.pdf

Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-3 Local Homelessness Action Plan & Application Template](#) into the form below.

Question 1

A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions, including the specific role of each applicant in relation to other applicants in the region.

Question 1 Response
While the City of Oakland (COO) receives a large city allocation of HHAP funds, the County of Alameda serves as the HHAP administrative entity on behalf of the County and CoC. COO continues to partner with both the CoC and the County of Alameda on all aspects of homeless system planning, including the use of HHAP funds, as evidenced by the activities described below.

City and County leadership coordinate efforts with the Continuum of Care who assists with coordination of all cities to identify regional needs. These needs are built into the CoC governance structure through the use of both County and City-designated Board and committee seats and are informed by core planning efforts outlined in the Home Together 2026 Community Plan (https://homelessness.acgov.org/homelessness-assets/docs/Home-Together-Plan.pdf.)

In addition, to advance the COO's collaboration with external partners, the COO Homelessness Administrator (CHA) along with Community Homelessness Services (CHS) leadership actively participate in CoC boards and County collaborative meetings. The CHA provides a point of contact for all matters homelessness within COO. This supports upholding the City's and County's 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:
a.   Coordinating a planning and implementation process to incorporate Systems Modeling in the Home Together 2026 Community Plan;
b.   Participating in collaborative meetings with the County and neighboring cities;
c.   Representing the City in the Continuum of Care
d.   Working with the County HMIS lead on system improvements
e.   Supporting countywide collaboration in areas of governance – including participation of the CHA on the County's Homelessness Committee; and
f.   Working on sustainability and integration of homeless services.

2.   Implementation of Service Expansions to include:
a.   The enhancement and 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
b.   Providing funding for workforce training and development in short term and long-term housing programs
c.   Improving client experience and flow with increased interim housing options; and
d.   Improving encampment health response, to be aligned and coordinated with existing city/county outreach and sanitation services.

In addition to direct City interventions, there are several activities undertaken by both the CoC collaborative to coordinate efforts to align and maximize homeless system resources, including:
•   The 14 Alameda County cities work in conjunction with the County and CoC to establish a joint framework for allocating funding that incorporates shared and measurable performance goals, incorporates sustainability planning, and honors shared jurisdictional priorities, as captured in the Home Together Plan.
•   Monthly Coordination Meetings between the Cities of Oakland, Berkeley, Alameda County, and the CoC backbone organization (EveryOne Home) to conduct system planning for permanent housing. Meetings are facilitated by HUD T.A. providers with a focus on aligning federal, state and local resources,

including recent CARES Act funding within the investment framework provided by our Home Together Plan.

•	Our 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 City of Oakland participate ensuring adequate resources are funneled to the City with the highest density of homelessness in the County.

•	Monthly Supportive Housing Pipeline convening between City of Oakland, Oakland Housing Authority, and County staff (Health Care Services Agency and Housing and Community Development) to align funding efforts for supporting key development projects that include homeless set-asides.

Question 2

A demonstration of the applicant's partnership with, or plans to use funding to increase partnership with:

- Local health care and managed care plans
- Public health systems
- Behavioral health
- Social services
- Justice entities
- People with lived experiences of homelessness
- Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

Question 2 Response

Managed Care Plans

The City of Oakland currently contracts with community healthcare clinics such as Lifelong Medical and ROOTS Community Health Clinic. These clinics work directly with County managed care plans assisting clients with enrollment into these systems and connection to healthcare services.

Behavioral Health

The Oakland Police Department has an internal division that works directly with Alameda County's Behavioral Health team. This team provides support to individuals on the street who are having an active mental health crisis. OPD is able to standby while behavioral healthcare professionals provide crisis intervention strategies, refer residents to emergency services, and when necessary, make referrals to crisis centers. Our homeless providers and outreach teams are able to utilize these services in extreme cases as they encounter clients in crisis.

The City of Oakland (COO) works in partnership with Alameda County's Behavioral HealthCare department (ACBH). We recently coordinated ACBH led trainings for our emergency homeless service providers and their direct staff. Staff were able to learn about the County Behavioral Health system and the services this departments provide. They also learned how to connect clients to these services and were trained on identifying clients in crises and appropriate steps to take to support in such situations. ACBH holds monthly trainings which COO staff and provider staff are invited to join.

A new state grant supporting families has built in behavioral health support. Clients will be assessed for mental health needs and have direct access mental health support. We are also building this component into our Youth Guaranteed Income program and encouraging the addition of built-in mental health support at existing programs. A new safe shelter site funded through HHAP (similar to the community cabins) has

added an on-site mental health specialist to their program design. This staff holds multiple group meetings, meets with clients individually, and develops community building projects such as the art therapy community mural and the community gardening projects. The Youth Tiny Home Village, partially funded through HHAP, also incorporates mental health support in their program design through both art therapy and horse therapy where clients are taken to a ranch and learn to care for a ride a horse while discussing different topics in their lives.

Social Services

Social Services is working with us to support our Youth Guaranteed Income project. They are supporting our request to receive a benefits waiver for participants of this program as well as working closely with our project partner, Chapin Hall, to review relevant data to youth receiving support through the Social Services Agency (SSA).

We recently conducted focus groups at some of our emergency homeless services sites to identify gaps in client services. As a result of this we plan to engage the SSA to identify ways to ensure clients at our sites and homeless in the community are connected to services SSA provides. SSA currently provides some outreach to homeless individuals in Oakland as part of their own services and we would like to explore ways to do this in partnership enhancing the outcomes of both our efforts.

Justice Entities

The City of Oakland is working on enhancing internal justice and law enforcement collaboration. recently utilized State funds to support the rapid rehousing of individuals recently released from jail and/or prison through our City Department of Violence Prevention (DVP). Community Homelessness Services (CHS) with DVP to utilize ESG-CV funds for this purpose. In partnership with CHS, the City Administrator's Office convenes departments city-wide to discuss homelessness matters and interventions ensuring all departments work in partnership. These meetings include leadership from the Oakland Police Department (OPD). COO recently launched the MACROS program. MACROS stands for Mobile Assistance Community Responders of Oakland. It is a new non-police response system led by the Oakland Fire Department to address non-violent calls for support. CHS is working with this team to develop a system of support for various reports made by the community regarding the homeless population. Program staff will also be trained on the new program and gain the understanding on when they may call the MACROS team for support.

The Youth Guaranteed Income project, partially funded through HHAP, has a very intentional targeted outreach plan. Justice involved youth are one of the targeted populations outreach will go out to. The planning team will engage the local agency Curyj, which is centered around working with formerly incarcerated youth, to refer youth to the project.

People with lived experience of homelessness

The City of Oakland has worked closely with the Alameda County Youth Action Board, Youth About Action, in development of the Youth Guaranteed Income Program (YGI) and in receiving feedback for potential usage of the remaining HHAP Youth Set-Aside funds. In addition, the YGI planning process has included input from youth with lived experience throughout the entire process. During the research phase, feedback and listening sessions were held throughout the City. Youth shared information regarding their current needs, gaps in services, and what they would like to see in a guaranteed income program. From there, a planning committee was developed including five youth with lived experience. This committee developed the program structure. As we moved toward implementation of this program, youth with lived experience have been hired as subject experts and are being trained as data specialist for this project.

COO has worked in close partnership with the Continuum of Care (CoC) in developing the new governance structure and including proper representation on the various boards. The CoC utilized HHAP funds to recruit, train, and support members with lived expertise to participate fully in CoC governance. Our recently adopted governance charter calls for one-third of all CoC board seats be dedicated to people with lived expertise. A new program facilitated by our CoC backbone agency ('Emerging Leaders Program') supports cohorts of people with lived expertise with the needed training and mentorship to fill these seats ongoing and have access to information and decision-making.

The City of Oakland's Homelessness Administrator facilitates the Commission on Homelessness (COH) working with the Homeless Advocacy Working Group and many other advocates to better understand the

needs of the homeless population. The City is working towards developing a committee of individuals with lived experience to complement the existing COH.

Other: Workforce Programs
CHS is engaged in conversation around connecting workforce and homelessness efforts. A Community Cabin site currently runs an on-site workforce program. Through this program participants are trained on job development skills and connected to employment opportunities. Funds are also provided to help participants get and maintain the job, for example transportation and clothes expenses. This program component will also be offered as a part of our YGI project.
Our new transitional housing for families collaboration includes funding allocated to workforce training and development. This component of this project intends to address challenges many families face around integrating into the workforce while also caring for their families.
Other: Education System – OUSD
The City of Oakland's Head Start has a very successful and longstanding partnership with Oakland Unified School District (OUSD). COO has sub-contracted with OUSD through the California Department of Education funding program - General Child Care and Development, for five Early Head Start sites located in underserved areas of Oakland. OUSD CDC and Head Start Oakland - partner in many ways, particularly with transition planning and supporting Head Start children transition into OUSD Transitional Kindergarten or Kindergarten. Teachers provide detailed information around family and child needs moving into OUSD, particularly regarding special needs and individualized development plans, and status' of Homelessness (McKinney Vento). OUSD also provides referrals to Oakland Head Start, in particularly for existing McKinney Vento student's younger siblings (0-5 years), to Oakland Head Start. These youth are given the highest priority for enrollment and are quickly processed into available Head Start Centers.
In the fall, the new Mobile Classroom program will begin operating to serve up to 18 homeless families and children who reside in transitional housing programs throughout Oakland.

Other: Public Housing Authorities
CHS works closely with the Oakland Housing Authority (OHA) working directly with Coordinated Entry for referrals to units with homeless preferences. CHS leadership meets monthly with the Oakland Housing Authority to review the pipeline of housing projects with homeless units, to consider potential projects for project-based vouchers, and to problem-solve projects with funding gaps. Additionally, OHA has brought projects to the county for partnership when a services commitment would allow the project to serve people who are homeless. OHA is a Moving-To-Work authority and is able to prioritize people who are homeless for direct program referrals.

Question 3

A description of specific actions the applicant will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Note: These actions should be aligned with the equity-focused Outcome Goals and related strategies described in previous Parts, but should not need to be limited to those strategies.

Question 3 Response
Our data continues to show concerning disparages in Black and African American Oakland residents who are housed versus those unhouses. This Black and African American population make up nearly 70% of the homeless population and closer to 30% of the overall city population. We understand as a community the historical implications these disparities point to and have a goal to actively address these concerns. We are working with the Alameda County HMIS team to enhance the reports rendered through this system to ensure we can both get accurate data and Oakland specific data related to race. Currently, the contractors are working on the system-wide reports to ensure County data can be disaggregated by race.

This fiscal year providers will be contractually obligated to run the existing exits by race report in HMIS quarterly. This data will be analyzed by CHS staff to inform program efficacy and equity. Relevant discussions will be had with providers and improvement plans developed in coordination with the providers if concerns are identified through the data analysis process.

We completed our first round of our Capacity Building Program (CBP) this month. CBP was created to identify small emerging organizations led by providers who identify as African American/Black, the majority of the homeless population, and increase their capacity and competitiveness. To date two participants were successfully awarded contracts with the City of Oakland through the new Family Challenge Grant. The collaborative leading this initiative consist of small Black led organizations providing beds across Oakland in partnership with individualized support services, workforce development, and access to mental health support. We believe this project will support efforts to provide equitable services throughout the City of Oakland and look to replicate this model with future programs. Our Capacity Building Program will resume in fall 2022 with a new cohort of small emerging organizations with Black and Brown leaders.

We will continue to implement existing components in our program models that we will continue to implement to address these inequities including supporting evidence-based strategies, contracting with place-based CBOs that are representative of the population, incorporating outreach teams and peer specialist and people with lived experience in service teams.

Moving forward, informed by the County racial equity and homeless response system modeling project, Centering Racial Equity in Homeless System Design, and included in our Home Together 2026 Community Plan, to specifically address racial disparities, we will focus efforts on increasing long-term interventions like ongoing shallow subsidies that bridge the gap between earned income and the cost of housing and dedicated affordable housing for extremely low-income households with low service needs.

Question 4

A description of how the applicant will make progress in preventing exits to homelessness from institutional settings, including plans to leverage funding from mainstream systems for evidence-based housing and housing-based solutions to homelessness.

Note: Such mainstream systems could include:

- Physical and behavioral health care systems and managed care plan organizations

- Public health system

- Criminal legal system and system for supporting re-entry from incarceration

- Child welfare system

- Affordable housing funders and providers

- Income support programs

- Education system

- Workforce and employment systems

- Other social services and human services systems

Question 4 Response
The City of Oakland is currently exploring ways to focus on prevention efforts. Keep Oakland House is a homeless prevention program funded through the City and run by Bay Area Community Services. This program is available to vulnerable City of Oakland residents to prevent a transition from being housed to homeless. COO also currently runs a Rapid Rehousing program specifically designed to house Oakland residents on probation or parole. CHS partnered with the COO's Department of Violence Prevention to

ensure those exiting jails or prison do not exit to the street.

Stronger partnerships are being developed between City of Oakland government agency and the Oakland Unified School District. Both entities understand the importance of identifying homeless youth while they are still connected to the system and providing them with direct support and resources prior to exiting the school system. A plan to fund housing for transitional age youth to prevent youth from becoming homeless as they complete their secondary education has been developed and currently funding for the full program design is being identified.

COO runs a Capacity Building program with small emerging homeless providers in the City of Oakland. One of the goals of this program is to provide informed services to clients and participants. Outside of this program, COO has a general goal of following evidence-based practices such as ensuring there are staff who identify as the population served running the programs. With programs led by directors and staff who understand the plight and needs of the client we expect a positive change in outcomes including less people entering homelessness.

In addition, COO supports the County in prevention efforts they develop and implement through the various human services departments within their jurisdiction. For example, the COO supported the process for the Youth Homelessness Demonstration Program and has expressed interest in continuing to collaborate on this project during the implementation phase.

The City, County, and CoC implemented Housing Problem Solving as the first step of the Coordinated Entry process. This program focuses on preventing people from becoming homeless and quickly transitioning people who have become homeless back into housing through financial support and/or reunification services.

Lasty, COO is open to hearing how other City jurisdictions work with the County, or otherwise, to develop more prevention focused programs.

Question 5

Specific and quantifiable systems improvements that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

(IV) Improving homeless point-in-time counts.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youthspecific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

Question 5 Response
Some system improvements we are now able to implement using the Community Health Record (CHR) and the Social Health Information Exchange include: 1) the ability to conduct comprehensive population analysis such as accessing homelessness information alongside healthcare utilization to identify homeless consumers that need specialty care for outreach and care coordination; 2) the ability to perform patient matching from different sectors of data enabling us to analyze services and care needs to better respond

to health disparities; 3) the ability to conduct system-level analysis of services and outcomes to identify successful interventions, and support organizations with capacity development to improve care; 4) the ability to immediately and effectively take action to mitigate risk to the homeless population during pandemic situations, and 5) the ability to identify consumer program eligibility and connect consumers to services.

The Continuum of Care is working in partnership with the HMIS Lead to update and implement new data quality policies and procedures that strengthen the five pillars of data quality identified (timeliness, completeness, accuracy, consistency, and coverage). A workgroup meets regularly to implement these changes in concert with HMIS user agency liaisons, and our Continuum of Care is actively participating in HUD technical assistance focused on HMIS improvements that include a data quality workstream.

OHCC, is the County's centralized coordinating entity on homelessness, it is uniquely situated to continue building capacity to both identify and analyze existing funding resources as well as support efforts to obtain new funding. COO is working closely with OHCC to align efforts to address homelessness and pool funding when appropriate. COO is aligned with OHCC's commitments to enhance staffing and provide supportive services funding for new housing projects.

To improve our adult point-in-time count methodology, with CHS staff chairing the HUD CoC committee, we work collaboratively with the CoC and County. For our upcoming count, we plan to recruit more individuals to participate in the count and are increasingly incorporating people with lived experience, alongside known and trusted community providers, into our street count teams. These teams are generally comprised of at least one guide with lived experience of homelessness and up to three community volunteers. Guides assist the team in navigating their assigned count area and identifying locations where unsheltered individuals are likely to be encountered and providing additional support in identifying people experiencing homelessness for inclusion in the tally.

While our core PIT methodology remains unchanged, this year the CoC implemented an additional methodology to better gather information about families experiencing unsheltered homelessness. Providers and school districts working directly with unsheltered families contacted these families in the week following the PIT Count to ask where that family slept the night of the PIT Count. This direct outreach and data collection improved tracking of families and led to a higher count of families overall than previous counts due to the expanded methodology.

Further, the CoC has instituted a dedicated youth count to improve the representation of unaccompanied children and transition-age youth under the age of 25 experiencing homelessness. To conduct the count service providers recruit youth with lived experience of homelessness and knowledge of where to locate other young people experiencing homelessness to serve as youth guides. In 2022 Covenant House Oakland, Youth UpRising, UC Berkeley Suitcase Clinic, YEAH! Covenant House, REACH Ashland Youth Center, Beyond Emancipation, VOICES Youth Center, and the Alameda County Youth Action Board led the recruitment of youth guides and of their staff to accompany and transport youth guides during the count. Youth guides were compensated for their time, including time spent in training immediately prior to deployment. We aim to increase the number of these teams in the next count.

Question 6

Evidence of connection with the local homeless Coordinated Entry System.

Question 6 Response
The current acting manager of the City of Oakland's Human Services Department Community Homelessness Services Agency is the chair of the HUD CoC Committee and active member of the CoC's Systems Coordination Committee and transitioning a leadership board member as the governance changes are implemented. The City of Oakland's Homelessness Administrator is an active participant on

the CoC Leadership board. As members of these boards staff are actively engaged in decisions made around the Coordinated Entry System (CES). These team members also join regular meetings with the Alameda County leads over CES to receive updates, provide input, and discuss concerns. Most recently, we COO worked with Alameda County to reconvene a youth CES meeting to ensure challenges with this process are addressed and youth are appropriately referred to available beds and supports.

CHS is also working with OHCC to ensure existing CES assessors receive training for the updated CES 2.0 and evaluating the probability of including additional Oakland providers as CES assessors. We have held several meetings between individual providers and OHCC and plan to continue discussions and trainings to increase CES assessors throughout the city to ensure clients can be assessed where they are originally seen.

The City of Oakland advocated to ensure adequate access points in Oakland as the city with highest homeless population in Alameda County. In addition, Oakland has advocated for youth specific CES services and is excited about the launch of the new youth specific site. The CoC HHAP funds have been (and will continue to be) used to support these CE access points and 'front door' services directly connected with CES. With the newest youth access point, there are now 12 access points across the County, with staff providing housing problem solving, flexible funds, crisis and housing assessment, and program referral.

Certification

I certify that all information included in this Application is true and accurate to the best of my knowledge.
Yes

Table 1. Landscape Analysis of Needs and Demographics		
	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	4,071	2019 PIT
# of People Who are **Sheltered** (ES, TH, SH)	861	2019 PIT
# of People Who are **Unsheltered**	3,210	2019 PIT
Household Composition		
# of Households **without Children**	3,414	2019 PIT
# of Households with **At Least 1 Adult & 1 Child**	64	2019 racial equity system modeling
# of Households with **Only Children**	21	2019 PIT
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing **Chronic Homelessness**	865	2019 PIT
# of Adults Who are Experiencing **Significant Mental Illness**	1236	2019 PIT
# of Adults Who are Experiencing **Substance Abuse** Disorders	1009	2019 PIT
# of Adults Who are **Veterans**	361	2019 PIT
# of Adults with **HIV/AIDS**	127	2019 PIT
# of Adults Who are **Survivors of Domestic Violence**	238	2019 PIT
# of **Unaccompanied Youth (under 25)**	468	2019 PIT
# of **Parenting Youth (under 25)**	12	2019 PIT
# of People Who are **Children of Parenting Youth**	14	2019 PIT
Gender Demographics		
# of **Women/Girls**	1462	2019 PIT
# of **Men/Boys**	2451	2019 PIT
# of People Who are **Transgender**	62	2019 PIT
# of People Who are **Gender Non-Conforming**	96	2019 PIT
Ethnicity and Race Demographics		
# of People Who are **Hispanic/Latino**	529	2019 PIT
# of People Who are **Non-Hispanic/Non-Latino**	3542	2019 PIT
# of People Who are **Black or African American**	2,836	2019 PIT
# of People Who are **Asian**	48	2019 PIT
# of People Who are **American Indian or Alaska Native**	173	2019 PIT
# of People Who are **Native Hawaiian or Other Pacific Islander**	23	2019 PIT
# of People Who are **White**	469	2019 PIT
# of People Who are **Multiple Races**	522	2019 PIT

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Intermin Housing or Emergency Shelter (IH / ES)	Outreach and Engagement Services (O/R)	Other: RV Safe Parking	Source(s) and Timeframe of Data
Table 2. Landscape Analysis of People Being Served							
Household Composition							
# of Households **Total**	166	194	452	1,413	1,560	173	FY 20-21 APRs by intervention type
# of Households **without Children**	153	129	412	1,347	1,506	173	FY 20-21 APRs by intervention type
# of Households with **At Least 1 Adult & 1 Child**	13	65	40	53	6	0	FY 20-21 APRs by intervention type
# of Households with **Only Children**	0	0	0	0	2	0	FY 20-21 APRs by intervention type
Sub-Populations and Other Characteristics							
# of Adults Who are Experiencing **Chronic Homelessness**	58	16	263	705	968	85	FY 20-21 APRs by intervention type
# of Adults Who are Experiencing **Significant Mental Illness**	107	114	259	471	813	78	FY 20-21 APRs by intervention type
# of Adults Who are Experiencing **Substance Abuse** Disorders	30	17	40	72	208	11	FY 20-21 APRs by intervention type
# of Adults Who are **Veterans**	3	8	11	47	70	5	FY 20-21 APRs by intervention type
# of Adults with **HIV/AIDS**	1	3	9	38	32	3	FY 20-21 APRs by intervention type
# of Adults Who are **Survivors of Domestic Violence**	40	28	62	130	190	3	FY 20-21 APRs by intervention type
# of **Unaccompanied Youth (under 25)**	0	8	79	60	57	4	FY 20-21 APRs by intervention type
# of **Parenting Youth (under 25)**	0	6	7	10	0	0	FY 20-21 APRs by intervention type
# of People Who are **Children of Parenting Youth**	0	5	9	11	0	0	FY 20-21 APRs by intervention type
Gender Demographics							
# of **Women/Girls**	66	122	184	534	618	67	FY 20-21 APRs by intervention type
# of **Men/Boys**	104	87	274	878	892	106	FY 20-21 APRs by intervention type
# of People Who are **Transgender**	1	1	5	11	5	1	FY 20-21 APRs by intervention type
# of People Who are **Gender Non-Conforming**	0	0	3	1	1	0	FY 20-21 APRs by intervention type

Ethnicity and Race Demographics							
# of People Who are **Hispanic/Latino**	11	34	60	198	163	56	FY 20-21 APRs by intervention type
# of People Who are **Non-Hispanic/Non-Latino**	180	295	478	1,316	1,319	114	FY 20-21 APRs by intervention type
# of People Who are **Black or African American**	143	248	394	1024	1,040	50	FY 20-21 APRs by intervention type
# of People Who are **Asian**	3	3	5	29	23	3	FY 20-21 APRs by intervention type
# of People Who are **American Indian or Alaska Native**	2	4	11	51	36	4	FY 20-21 APRs by intervention type
# of People Who are **Native Hawaiian or Other Pacific Islander**	1	0	5	20	21	4	FY 20-21 APRs by intervention type
# of People Who are **White**	29	38	77	282	291	99	FY 20-21 APRs by intervention type
# of People Who are **Multiple Races**	12	36	45	99	49	6	FY 20-21 APRs by intervention type

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program (choose from drop down options)	Fiscal Year (select all that apply)	Total Amount Invested into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding (select all that apply)		Brief Description of Programming and Services Provided		Populations Served (please x the appropriate population[s])
Other (please enter funding source)	FY 2022-2023	$6,290,000	Local Agency	Outreach and Engagement; Non-Congregate Shelter/Interim Housing; Permanent Supportive and Service-Enriched Housing; Administrative Activities	Non-Congregate Shelter/Interim Housing	Measure Q: Street Outreach, Family Shelter, Transitional Housing operating support,, Oakland PATH Rehousing Initiative (OPRI) Services (partnered with Oakland Housing Authority housing subsidy funds), Motel Vouchers,emergency food distribution	x ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness**; Veterans; Parenting Youth; People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Local General Fund	FY 2022-2023	$ 2,090,000.00	Local Agency	Outreach and Engagement; Permanent Supportive and Service-Enriched Housing; Administrative Activities		General Purpose Funds: Street Outreach, Svc in permanent housing, match for federal grants, Homeless Services Staff	x ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness**; Veterans; Parenting Youth; People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Community Development Block Grant (CDBG) - via HUD		$ 1,140,000.00	Federal Agency	Administrative Activities; Non-Congregate Shelter/Interim Housing		shelter operations, city staff time/admin, thanksgiving dinner	x ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness**; Veterans; Parenting Youth; People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Continuum of Care Program (CoC) - via HUD	FY 2022-2023	$ 5,600,000.00	Federal Agency	Non-Congregate Shelter/Interim Housing; Rental Assistance		transitiona housing/rapid rehousing programs for singles and families; ra[id rehousing for families; rapid rehousing for TAY; transitional housing for TAY	x ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness**; Veterans; Parenting Youth; People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Emergency Solutions Grants (ESG) - via HUD	FY 2022-2023	$ 660,000.00	Federal Agency	Non-Congregate Shelter/Interim Housing; Rental Assistance; Outreach and Engagement; Administrative Activities		operating support for singles and family shelter, rapid rehousing support for families, street outreach, services for TAY OPRI program (with housing subsidies provided by Oakland Housing Authority); City staff/admin	x ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness**; Veterans; Parenting Youth; People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Other (please enter funding source)	FY 2022-2023; FY 2023-2024; FY 2024-2025	$ 3,230,000.00	Federal Agency			HOPWA- uses TBD	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): x People Exp **Chronic Homelessness**; x Veterans; Parenting Youth; x People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; x People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Other (please enter funding source)	FY 2021-2022	$ 4,210,000.00	Federal Agency	Non-Congregate Shelter/Interim Housing; Rental Assistance		OHA: housing subsidy funds for OPRI (families, singles, TAY, workforce); operating subsidies for family and singles TH	x ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): People Exp **Chronic Homelessness**; Veterans; Parenting Youth; People Exp **Severe Mental Illness**; People Exp **HIV/ AIDS**; Children of Parenting Youth; People Exp **Substance Abuse Disorders**; Unaccompanied Youth; Other (please enter here)
Other (please enter funding source)	FY 2022-2023	$ 510,000.00	Local Agency	Non-Congregate Shelter/Interim Housing		Alameda County: support for adult TH program (match to CoC funds), winter shelter	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply): x People Exp **Chronic Homelessness**; x Veterans; Parenting Youth; x People Exp **Severe Mental Illness**; x People Exp **HIV/ AIDS**; Children of Parenting Youth; x People Exp **Substance Abuse Disorders**; x Unaccompanied Youth; Other (please enter here)

Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH

Program	Fiscal Year	Amount	Agency	Activity		Notes		Population	TARGETED POPULATIONS (please "x" all that apply)		
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023 / FY 2023-2024	$ 945,000.00	State Agency	Permanent Supportive and Service-Enriched Housing		HHAP 1: Youth Guaranteed Income pilot		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth [x]	Parenting Youth / Children of Parenting Youth / Other (HomeKey units for singles; seniors)
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023 / FY 2023-2024	$ 9,310,000.00	State Agency	Permanent Supportive and Service-Enriched Housing		HHAP 2: HomeKey operating support; Youth Guaranteed Income pilot		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders** [x]	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth [x]	Parenting Youth / Children of Parenting Youth / Other (HomeKey population TBD)
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023 / FY 2023-2024	$ 24,066,822.52	State Agency	Non-Congregate Shelter/ Interim Housing; Permanent Supportive and Service-Enriched Housing; Outreach and Engagement; Systems Support Activities	Administrative Activities	HHAP 3: community cabins/pallet shelters, RV Safe Parking sites, Emergency shelter (COVID response), TAY TH, encampment based portapotties, wash stations and mobile showers, HomeKey operating subsidies, capacity building initiative focused on small, Black led agencies	[x]	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (please enter here)
Encampment Resolution Grants - via Cal ICH	FY 2022-2023	$ 4,731,300.00	State Agency	Non-Congregate Shelter/ Interim Housing		Encampment Resolution Funding- prepare site for 100 people; serve 50 ppl in year 1 with these funds		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness** [x] / People Exp **Severe Mental Illness** [x] / People Exp **Substance Abuse Disorders** [x]	Veterans [x] / People Exp **HIV/ AIDS** / Unaccompanied Youth [x]	Parenting Youth / Children of Parenting Youth / Other (please enter here)
Homekey (via HCD)	FY 2022-2023 / FY 2023-2024	TBD	State Agency	Permanent Supportive and Service-Enriched Housing		TBD		ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp **Chronic Homelessness** / People Exp **Severe Mental Illness** / People Exp **Substance Abuse Disorders**	Veterans / People Exp **HIV/ AIDS** / Unaccompanied Youth	Parenting Youth / Children of Parenting Youth / Other (please enter here)

Table 4. Outcome Goals		
Outcome Goal #1a: Reducing the number of persons experiencing homelessness.		
Baseline Data: **Annual estimate of number of people accessing services who are experiencing homelessness**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease/Increase in # of People	**Decrease/Increase as % Change from Baseline**
9,081	Increase of 7,919 (17,000 total)	Increase of 87%
Optional Comments		
HDIS data shows the number of people served in our system to be much lower than local HMIS data, which shows over 19,000 people served in our homeless response system in 2021. Reasons for this discrepancy include that Coordinated Entry data was not included in our HDIS baseline data, but we have reason to believe it will show up in future HDIS data (due to local changes in HMIS). Therefore, while 17,000 is an increase from the HDIS baseline, it is a reduction from what we believe is the real number of those served in our homeless response system and what will eventually be reflected in the State's HDIS data. This increase in # served also reflects expanded access to services throughout our system and more coverage of people experiencing homelessness by our local HMIS. Given this, we anticipate a flattening of the curve by 2024.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	**Describe the trackable data goal(s) related to this Outcome Goal:**	
Black and African American people experiencing homelessness are the largest population of people represented in our homeless system. This population has been consistently over-represented, compared to their representation in the general population. The Black and African American population is approximately 11% of Alameda County, but 53% of those experiencing homelessness (according to HDIS data). We also see that this percentage has gradually increased over time. It is imperative that we take steps to address the disproportionate impact and increase people served to eventually reduce the percentage to align with what we see in the general population. We have a baseline of 4,793 Black or African Americans served in our homeless system in CY 2020 (an increase of 32% from 2018-2020), and a goal of serving 10,000 Black or African American individuals in 2024, which would be an increase of 109% from 2020. At this rate in 2024 Black or African American people would comprise 59% of those receiving homeless services. In this instance, we want this population to be higher than in 2020, to reflect serving this group at a higher rate than in 2020. Ensuring that people who are Black or African American are increasingly being served in our homeless response system ensures being matched with housing exits. Since we expect to be closer to a total population of 17,000 people experiencing homelessness in 2024, we will set our goal based on % of population at that time.	People who are Black or African American as a % of total persons served by our homeless response system. Our target will be to increase this percentage represented in homeless system programs to reach 59% of total population served by 2024.	

Outcome Goal #1b: Reducing the number of persons experiencing unsheltered homelessness on a daily basis

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	**Reduction as % Change from Baseline**
6,312	Increase of 1,788 (8,100 total)	28% Increase

Optional Comments

From 2018-2020 our CoC experienced a 63% increase in unsheltered homelessness and we continue to see an upward trajectory, in both number and % of the unsheltered homeless population, according to our 2022 PIT Count data. If we continue with the current trajectory, we would expect our unsheltered population to grow to 10,303 in 2024. We are setting a goal to decrease the current rate of increase in unsheltered homelessness, and to have no more than 8100 people unsheltered in 2024. This goal (8,100 unsheltered in 2024) would be an increase of 28% between 2020 and 2024, which is less than half of our current rate of increase for this measure (63%). Rationale for this goal includes the impact of the increase in shelter capacity as a result of one-time COVID resources, which has and continues to lead to increases in sheltered homelessness. In addition, as COVID regulations are lifted, shelter capacity may expand back toward pre-COVID levels, also increasing capacity for shelter.

Describe Your Related Goals for
Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Our latest PIT Count (2022) shows that unaccompanied youth households (ages 18-24) that are unsheltered comprise 9.3% of our Coc's total unsheltered population, which is higher than the percentage this population represents within our total homeless system (8%). This overrepresentation of youth in unsheltered homelessness is also consistent with data from our 2019 PIT Count which shows youth represented at 9% of the unsheltered population. We have seen this number reduced in the past (between 2017 and 2019), and believe that with targeted interventions including expanded access to Coordinated Entry through youth access points (and through our CoC's YHDP projects), as well as interim housing for youth which is coming online this year, we can once again impact this number.	Our goal is to bring the # of unaccompanied youth (ages 18-24) who are unsheltered down by 2.3% to 7% of the unsheltered population in 2024. This decrease would be a full percentage point lower from the current percent of the total homeless population that unaccompanied youth currently represent.

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.		
Baseline Data: **Annual Estimate of # of people who become homeless for the first time**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Reduction in # of People	**Reduction as % Change from Baseline**
3,967	Increase of 2,033 (6000 total)	51% Increase
Optional Comments		
Our CoC doesn't currently anticipate an influx in prevention resources, however, we do forsee that due to lifting of eviction moratoria we will likely see a future increase in first-time homelessness. HDIS data shows that between 2018 and 2020 our CoC saw a 69% increase in first time homelessness. At this rate of increase, we would expect to see approx. 6,700 people becoming homeless for the first time in 2024. Homelessness response system modeling and projections included in our Home Together 2026 Plan also project an increase in first time homelessness in 2022 and 2023, with eventual stabilizing in 2024 and a slight decrease by 2026. For these reasons, we propose to slow this upward trajectory of the rate of first time homelessness, from 69% to 51% between 2020 and 2024. This goal would result in 6,000 people becoming homeless for the first time in 2024 instead of 6,699, which would be the projection at our current rate of increase.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
Between 2018-2020, the growth in first time homelessness among the Black or African American population in our CoC was 45%. The percentage of Black or African American people who became homeless for the first time in CY 2020 was 1,951, or 49% of the total number of people experiencing homelessness for the first time, well above the representation of Black or African American in the general county population (11%). We are proposing to reduce first time homelessness for black or African American people in our homeless response system through current problem solving and flexible financial assistance resources targeted to achieve greater race equity. Instead of growth at 45%, we are proposing to slow the growth rate to 41% in 2024, so that no more than 2,750 of those becoming homeless for the first-time are Black or African American.	The percentage change in the rate of increase of persons who become homeless for the first time who are Black or African American will slow from 45% to 41% between 2020 and 2024.	

Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
1,813	Increase of 137 (1950 total)	8% Increase

Optional Comments

Most of the housing inventory in our system's pipeline for the next few years will show up in HMIS as PSH, meaning that people who are housed with these resources won't be counted as 'system exits'. While we anticipate the number of people exiting homelessness to continue to grow, most of this growth will not be captured by this measure, given that, for the State/HDIS, only those that are exited/housed without any ongoing homelessness response system resources will be counted. We anticipate a smaller increase for those exiting to housing outside of our system, as our resources and attention are going toward pathways where people are supported with system resources to maintain their housing. In addition, given planned increases in shelter to reduce unsheltered homelessness, our system will have a growing number of people in shelter that need housing exits.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
In alignment with our Home Together 2026 Community Plan to center race equity and reduce racial disparities, and in the absence of any one single group disproportionately impacted according to the State HDIS data, we will set an intention to reach larger percentages of all BIPOC served by the system and exiting to permanent housing, so that it aligns with BIPOC representation in the overall homeless system.	To achieve equity in this measure for all BIPOC populations experiencing homelessness, by 2024 at least 4% of housing exits should be American Indian or Alaska Native; 3% Asian; 53% Black or African American; and 2% Native Hawaiian or other Pacific Islander; and 7% with multiple races.

Outcome Goal #4: Reducing the length of time persons remain homeless.

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
152	0	0%

Optional Comments
The State's HDIS data shows an 11% decrease in days homeless over a 3-year period. However, our local data shows a large discrepancy in the average length of time that people in Alameda County remain homeless (HMIS data shows 229 days is the average length of time homeless in CY 2021). Due to this variation in data that is not well explained, the fact that historically this measure has been difficult to impact, that outliers for this measure can impact the average for the entire population, and that, due to conditions related to the COVID-19 pandemic, people have and continue to spend longer than typical durations in ES, our goal is to maintain the current average length of time people remain homeless, and to prevent any large increases in this measure.

Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness	
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
Currently, the average length of time that families in the homelessness response system remain homeless is much higher than for households without children. This could be attributable to families spending more time in programs such as interim housing/transitional housing/etc., while awaiting permanent housing. At the current rate of increase, State HDIS data shows that length of time families remain homeless would be 235 days by 2024. Our goal is to bring this number down to less than 200 days by 2024, a 13% decrease in length of time, as opposed to the current trend of a 2% increase.	Reduce the average length of time that families with children remain homeless. Target goal is less than 200 days that families remain homeless by 2024. This is a 13% decrease in average length of time that families remain homeless from the 2020 HDIS baseline (230 days).

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.		
Baseline Data: **% of people who return to homelessness after having exited homelessness to permanent housing**	**Outcome Goals July 1, 2021 - June 30, 2024**	
	Decrease in % of People who return to Homelessness	**Decrease as % Change from Baseline**
8.64%	0% (holds at 9%)	0%
Optional Comments		
Alameda County/Oakland/Berkeley CoC proposes to maintain (not increase) our approximately 9% rate of returns to homelessness as we look to increase the total number of people exiting the system to permanent housing. This measure has had 0% change between 2018 and 2020. There will always be some level of attrition across housing exits, and we've seen this % remain steady through the years. Our focus is on increasing the number of exits from homelessness, but shifts in housing retention are small and difficult to impact significantly, especially as we increase housing exit resources for those who don't require intensive ongoing services. A 9% rate of returns to homelessness is also aligned with the projection from our recently updated homelessness system model, detailed in the Home Together 2026 Community Plan.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	**Describe the trackable data goal(s) related to this Outcome Goal:**	
Returns to homelessness for veterans are currently at 14% (and have seen an increase of 7% between 2018-2020), which is well above the system-wide rate of 9%. Our goal is to decrease veterans' returns to homelessness, so they're more in line with the rate of returns to homelessness in the overall homeless system. We believe that decreasing returns to homelessness for veterans from 14% to 9% can be accomplished with continued partnership with our local VA office to sustain housing for veterans through programs like HUD-VASH and SSVF.	Reduce the percentage of veterans who return to homelessness after exiting homelessness to permanent housing from 14% to 9%, a decrease of 5%.	

Outcome Goal #6: Increasing successful placements from street outreach.		
Baseline Data:	**Outcome Goals July 1, 2021 - June 30, 2024**	
Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	**Increase in # of People Successfully Placed from Street Outreach**	**Increase as % of Baseline**
24	24 (48 total)	100% Increase
Optional Comments		
State HDIS data shows that successful placements from Street Outreach programs have increased by 71% between 2018 and 2020. At this rate of increase we would expect to reach 41 successful placements from Street Outreach by 2024. However, we believe we can aim higher as we expect an expansion of outreach teams using HMIS in our CoC beginning FY 2022/2023. There are more street health outreach teams who are also participating in housing problem solving and front door services as part of Coordinated Entry which should also positively impact this measure.		
Describe Your Related Goals for **Underserved Populations and Populations Disproportionately Impacted by Homelessness**		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	**Describe the trackable data goal(s) related to this Outcome Goal:**	
There was insufficient population data from HDIS on those included in this measure for 2018 - 2020. However, we do know that 14 out of 24 (58%) successful placements from street outreach were for white people. While this is not a large enough sample size to show up in the HDIS baseline numbers for the breakdown of additional races, we can conclude that only 10 out of 24 people in this category (42%) were not white. This conclusion does not align with the representation of BIPOC both in the overall homeless system and in the general population. Therefore, in the absence of a larger sample size to draw conclusions from regarding disproportionate impacts, and in alignment with the aim of our Home Together 2026 Community Plan to center racial equity and reduce racial disparities, we will set an intention to reach larger percentages of all BIPOC served by street outreach and exiting to successful placements, so that it aligns with BIPOC representation in the overall homeless system.	To achieve equity in this measure for all BIPOC populations experiencing homelessness, by 2024 at least 4% of successful placements from street outreach should be American Indian or Alaska Native; 3% Asian; 53% Black or African American; and 2% Native Hawaiian or other Pacific Islander; and 7% with multiple races.	

Table 5. Strategies to Achieve Outcome Goals

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description **Prevent Homelessness for our residents: address racial disparities in mainstream/upstream systems to prevent racially disproportionate inflow into homelessness** (Goal 1, Strategy 1 in Home Together 2026 Plan). Activities include partnering with school districts, social services agencies, child welfare, community health organizations and others to connect people to prevention and economic supports in a timely manner and through trusted sources; working with criminal justice institutions to create housing planning and **Timeframe** July 1, 2021 - June 30, 2024 **Entities with Lead Responsibilities** Office of Homeless Care and Coordination (system connection); Alameda County Behavioral Health (Care First, Jails Last); Social Services Agency (workforce development); City of **Measurable Targets** Decrease racial disparities from 2021 baseline (so they come into closer alignment with demographics of the county population) for people experiencing homelessness as well as those who become homeless for	[✓] 1. Reducing the number of persons experiencing homelessness. [✓] 2. Reducing the number of persons who become homeless for the first time. [ ] 3. Increasing the number of people exiting homelessness into permanent housing. [ ] 4. Reducing the length of time persons remain homeless. [✓] 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. [ ] 6. Increasing successful placements from street outreach. [✓] Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description **Prevent Homelessness for our residents: rapidly resolve episodes of homelessness through Housing Problem Solving** (Goal 1, Strategy 3 in Home Together 2026 Plan). Activities include adding resources to flexible funding pools for Housing Problem Solving, a practice of helping people newly homeless or on the verge of homelessness to identify rapid solutions to their situation with light financial support; and offering housing problem solving training and funding throughout the system so that providers **Timeframe** July 1, 2021 - June 30, 2024 **Entities with Lead Responsibilities** OHCC as Coordinated Entry Management Entity **Measurable Targets** # of housing providers trained in Housing Problem Solving; % increase in number of people assisted with flexible funds through housing problem solving interventions.	[✓] 1. Reducing the number of persons experiencing homelessness. [✓] 2. Reducing the number of persons who become homeless for the first time. [ ] 3. Increasing the number of people exiting homelessness into permanent housing. [ ] 4. Reducing the length of time persons remain homeless. [✓] 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. [ ] 6. Increasing successful placements from street outreach. [✓] Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description **Connect people to shelter and needed resources: expand access in key neighborhoods and continue improvements to Coordinated Entry** (Goal 2, Strategy 1 in Home Together 2026 Plan). Activities include expanding neighborhood-based access points to the system's housing and shelter resources in places where people are most likely to lose housing or are currently experiencing homelessness; add access point outreach staff to connect people to these services in the field; develop	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe July 1, 2021 - June 30, 2024	☐ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities OHCC as CE Management Entity	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets Launch Access Points for DV, Youth (complete), veterans, and re-entry. Increase successful placements from street outreach to sheltered situations; monitor for racial disparities in placements from street outreach and address any disparities. Reduce the number of people who are unsheltered at a point in time; reduce the racial disparities among people overrepresented among those who are unsheltered.	☑ 6. Increasing successful placements from street outreach. ☐ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description **Connect people to shelter and needed resources: Significantly increase the availability of shelter, especially non-congregate models, to serve vulnerable households and to reduce unsheltered homelessness** (Goal 2, Strategy 4 in Home Together 2026 Plan). Add 1,625 temporary shelter beds to serve vulnerable adults and families with children. New shelter will be primarily non-congregate and include access to support services; as new housing comes online, transition non-congregate shelters into	☑ 1. Reducing the number of persons experiencing homelessness. ☐ 2. Reducing the number of persons who become homeless for the first time. ☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe July 2021 - June 2024	☐ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities OHCC, County Housing & Community Development, County Social Services Agency,, City of Oakland	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets # of non-congregate beds brought online; Reduce the number of people experiencing unsheltered homelessness at a point in time.	☑ 6. Increasing successful placements from street outreach. ☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☐ 1. Reducing the number of persons experiencing homelessness.
Increase Housing Solutions: add units and subsidies for supportive housing, including new models for frail/older adults (Goal 3, Strategy 1 in Home Together 2026 Plan). Activities include expanding the supply of supportive housing subsidies and units through prioritization and matching strategies, and new development funding; creating a new model of supportive ~~housing for older/frail adults with more intensive health service needs; and providing services~~	☐ 2. Reducing the number of persons who become homeless for the first time.
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
July 2021 - June 2024	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
County Housing & Community Development, OHCC	
Measurable Targets	☐ 6. Increasing successful placements from street outreach.
Increase the number of supportive housing units annually as tracked by supportive housing pipeline; monitor for frail/older adults accessing PSH commensurate with their prevalence in the homeless population; increase the number of consumers receiving CalAIM (Medi-Cal) ~~funded housing services (In-reach and tricing services)~~	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☐ 1. Reducing the number of persons experiencing homelessness.
Increase housing solutions: Create dedicated affordable housing subsidies for people who do not need intensive services (Goal 3, Strategy 2 in HT Plan). Activities include providing affordable housing without time limits for approximately 30% of adult only households and 28% of family households in the homeless system; add capacity within the system to support new ~~dedicated affordable units including staff for new local operating subsidy program, additional~~	☐ 2. Reducing the number of persons who become homeless for the first time.
	☑ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
July 1, 2021 - June 30, 2024	☑ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
HCD, OHCC	
Measurable Targets	☐ 6. Increasing successful placements from street outreach.
Increase the number of dedicated affordable housing subsidies as indicated; launch a local operating subsidy program with dedicated funding, and track number of operating subsidies issued. Monitor race and ethnicity for those matched to dedicated affordable housing	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☑ 1. Reducing the number of persons experiencing homelessness.
Strengthen coordination, communication, and capacity: Use data to improve outcomes and track racial equity impacts (Goal 4, Strategy 1 in HT Plan). Activities include improving HMIS coverage; considering increasing the frequency of the PIT Count to annual; improve tracking of resources and inventory (e.g. supportive housing pipeline) to support evaluation and reporting; improving data quality and regularly review system and program outcomes data	☐ 2. Reducing the number of persons who become homeless for the first time.
	☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
July 1, 2021 - June 30, 2024	☐ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
OHCC, County Housing & Community Development	
Measurable Targets	☐ 6. Increasing successful placements from street outreach.
# of participating HMIS organizations and users at beginning and end of timeframe; availability of tools to track resources and inventory for quarterly updates to the Home	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
Description	☑ 1. Reducing the number of persons experiencing homelessness.
Strengthen coordination, communication, and capacity: Improve messaging and information availability (Goal 4, Strategy 2 in HT Plan). Activities include centralizing homeless resource information and regular system updates to partners; providing an annual Home Together plan update on progress and challenges; complete a full inventory of current/anticipated resources for all key partners in order to identify gaps in funding and strategies to fill these	☐ 2. Reducing the number of persons who become homeless for the first time.
	☐ 3. Increasing the number of people exiting homelessness into permanent housing.
Timeframe	
July 1, 2021 - June 30, 2024	☐ 4. Reducing the length of time persons remain homeless.
Entities with Lead Responsibilities	
CoC, OHCC	☐ 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
Measurable Targets	☐ 6. Increasing successful placements from street outreach.
Availability of annual reporting demonstrating performance toward goals in the Home Together 2026 Community Plan; availability of a centralized inventory of homeless system resources updated in real-time.	☑ Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Table 6. Funding Plans													
Activity to be funded by HHAP 3 *(choose from drop down options)*	**Eligible Use Categories Used to Fund Activity**											**Total Funds Requested:**	**Description of Activity**
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase privacy	10. Administrative (up to 7%)	youth TBD		
Non-Congregate Shelter/ Interim Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,796,978.00	$ -	$ -		$ 17,796,978.00	community cabins, RV Safe parking, emergency shelter. Includes all youth funds ($2,406,682)as placeholder; includes unallocated ($92,995) funds as placeholder
Outreach and Engagement	$ -	$ -	$ 2,250,000.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 2,250,000.00	portapotties, wash stations, mobile showers
Permanent Supportive and Service-Enriched Housing	$ -	$ 2,085,167.00	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 2,085,167.00	capitalized operating reserve for HomeKey projects
Systems Support Activities	$ -	$ -	$ -	$ -	$ 250,000.00	$ -	$ -	$ -	$ -	$ -		$ 250,000.00	
Administrative Activities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,684,678.00		$ 1,684,678.00	
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ -	
Totals:	$ -	$ 2,085,167.00	$ 2,250,000.00	$ -	$ 250,000.00	$ -	$ -	$ 17,796,978.00	$ -	$ 1,684,678.00	$ 2,018,390.00	$ 24,066,823.00	

Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis

Please see Oakland Local Action Plan and Alameda County Home Together Plan for detailed plans on jurisdictional spending. In Oakland, over the next fiscal year these resources will be implemented to strategically maximize every homeless funding dollar. This includes a focus on:
- Investing in interventions which are in alignment with PATH Framework strategies and Home Together Strategies and contribute to meeting the HHAP 3 system performance goals
- Maintaining investments across the continuum of homeless response (prevention, emergency response, housing)
- Prioritizing ongoing long-term strategies with ongoing funding
- Aligning specific programs with allowable funding sources
- Ensuring one-time funds with varied ending dates can be fully spent down in a timely manner

Table 7. Demonstrated Need

Complete ONLY if you are selected Non-Congregate Shelter / Interim Housing as an activity on the Funding Plans tab.

Demonstrated Need	
# of available shelter beds	1557*
# of people experiencing unsheltered homelessness in the homeless point-in-time count	3210
Shelter vacancy rate (%) in the summer months	16%**
Shelter vacancy rate (%) in the winter months	7%**
% of exits from emergency shelters to permanent housing solutions	14.5%-27%*
Describe plan to connect residents to permanent housing.	

Most emergency shelter beds and all Community Cabins beds within Oakland are not filled by the Coordinated Entry System. This ensures that beds are available for City specific needs such as being able to offer beds when an encampment is closing. While everyone entering those programs is connected with the Coordinated Entry System after entry, the majority of people who use those beds are not prioritized for PSH or other housing resources through that system. Therefore, rates of exit to permanent housing are fairly low. Oakland is working with the County to investigate how, in FY 22-23, Cal AIM housing and community supports funding could be built into emergency shelters and cabins to support on site housing navigation in programs and after people leave programs to assist with obtaining and maintaining housing. In addition, beginning in FY 21-22 some Oakland shelter beds for singles began to go through the CES system. This may result in serving people more likely to be matched to housing.

*exits from emergency shelters to perm housing vary significantly depending on the type of shelter.
        exits from community cabins to perm housing were 27% in FY 20-21
        exits from singles emergency shelter to perm housing were 14.5% in FY 20-21

**To calculate vacancy rates the City looked at internally tracked data for single adult shelters and community cabins on June 30th 2021 and on December 29 2021. (Family interim housing beds are completely full almost all the time). On June 30, 2021 there were 307 emergency shelter/cabins beds in the system (taking into account covid decompression) and 50 beds were available (16% vacancy). 36 of the open beds were at a large congregate shelter where people sleep on cots in a big room. This shelter is rarely at capacity since this is not an attractive shelter option for most people, especially during COVID even though the shelter had been decompressed and had as many safety protocols in place as possible.   On December 29, 2021 the total emergency shelter/cabins beds in the system had decreased to 277 due to more COVID decompression. Only 19 beds were available that night (7% vacancy).   This data does not include transitional housing beds for single adults as that is filled primarily through coordinated entry, has very low vacancy and higher exits to permanent housing.

California Interagency Council on Homelessness
CAL ICH

HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3
BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:	City of Oakland	Applying Jointly? Y/N	N
Administrative Entity Name:	Community Homelessness Services, Human Services Department - City of Oakland	Total Allocation	$24,066,822.52

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Rapid rehousing: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operating subsidies	$ -	$ 2,085,167.00	$ -	$ -	$ -	$ 2,085,167.00	$ -	$ -
Operating subsidies: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Street outreach	$ -	$ 2,250,000.00	$ -	$ -	$ -	$ 2,250,000.00	$ -	$ -
Street outreach: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Services coordination	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Services coordination: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Systems support	$ -	$ 250,000.00	$ -	$ -	$ -	$ 250,000.00	$ -	$ -
Systems support: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Delivery of permanent housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Delivery of permanent housing: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Prevention and shelter diversion	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Prevention and shelter diversion: youth set-aside	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Interim sheltering	$ -	$ 15,390,296.00	$ -	$ -	$ -	$ 15,390,296.00	$ -	$ -
Interim sheltering: youth set-aside	$ -	$1,203,341.00	$ 1,203,341.00	$ -	$ -	$ 2,406,682.00	$ -	$ -
Shelter improvements to lower barriers and increase privacy	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Shelter improvements: youth set-aside	$ -	$ -	$ -	$ -	$ -		$ -	$ -
Administrative (up to 7%)	$ -	$ 842,339.00	$ 842,339.00	$ -	$ -	$ 1,684,678.00	$ -	$ -

TOTAL FUNDING ALLOCATION

	TOTAL	Initial	Remainder
	$ 21,660,141.00	$ -	$ -

	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL
Youth Set-Aside (at least 10%)	$ -	$ 1,203,341.00	$ 1,203,341.00	$ -	$ -	$ 2,406,682.00

	Initial	Remainder
Youth Set-Aside	$ -	$ -

COMMENTS:

$92,995 not allocated yet