



# California Interagency Council on Homelessness

## Homeless Housing, Assistance and Prevention Round 4 Application

### Application Information

**Application Due Date: 11/29/2022**

This Cognito platform is the submission portal for the Cal ICH HHAP-4 Application. You will be required to upload a full copy of the HHAP-4 Data Tables Template and enter information into the portal from specific parts of the HHAP-4 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-4 resources prior to beginning this application:

- [Homeless Housing, Assistance, and Prevention Program Statute](#)
- [HHAP-4 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-4 Data Tables](#)

### Application Submission for HHAP-4 Funding

Using the [HHAP-4 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see below) to submit a complete application for HHAP-4 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-4 Data Tables 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-4 Data Tables 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-4 Funding Plans and Strategic Intent Narrative:** the information required in this section will be provided in Tables 6 and 7 (as applicable), of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Funding Plan Strategic Intent* section of this application form.
5. **Evidence of meeting the requirement to agendize the application at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

## **How to Navigate this Form**

This application form is divided into **seven 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-4 Data Tables as an Excel file, (2) evidence of meeting the requirement to agendize the application 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.
- **Part I. Landscape Analysis:** In this section, answer the questions confirming that Tables 1, 2, and 3 have been completed and included in the HHAP-4 Data Tables file uploaded in the previous section.
- **Part II. Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-4 Data Tables.
- **Part III. Narrative:** In this section, enter your responses from Part III of the HHAP-4 Local Homelessness Action Plan & Application Template.
- **Part IV. HHAP-4 Funding Plan Strategic Intent Narrative:** In this section, enter your responses from Tables 6 and 7 of the completed HHAP-4 Data Tables file, and answer the narrative questions.
- **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-4 statute, FAQs, and application template documents**

Yes

**I am a representative from an eligible CoC, Large City, and/or County**

Yes

## **Applicant Information**

List the eligible applicant(s) submitting this application for HHAP-4 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-4 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**

City of Oakland

### **Contact Person**

C'Mone Falls

### **Title**

Acting Manager/Program Planner

### **Contact Person Phone Number**

(510) 238-6186

### **Contact Person Email**

cfalls@oaklandca.gov

### **\*Agreement to Participate in HDIS and HMIS**

By submitting this application, we agree to participate in a statewide Homeless Data Integration System, and to enter individuals served by this funding into the local Homeless Management Information System, in accordance with local protocols.

## Document Upload

Upload the completed [HHAP-4 Data Tables](#) (in .xlsx format), evidence of meeting the requirement to agendaize the application 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-4 Data Tables**

2023.02 HHAP-4 data\_tables\_r4-Oakland - RESUBMITTED.xlsx

### **Governing Body Meeting Agenda or Minutes**

HHAP-4 Application Council Agenda 1.pdf

### **Optional Supporting Documents**

HHAP-4 City Council Meetings 12.20.22.pdf

2023.01.29 HHAP-4 data\_tables\_r4-Oakland Amended.xlsx

## **Part I. Landscape Analysis of Needs, Demographics, and Funding**

**Table 1 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.**

Yes

**Table 2 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.**

Yes

**Table 3 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.**

Yes

## Part II. Outcome Goals and Strategies for Achieving Those Goals

Copy and paste your responses to Tables 4 and 5 from the [HHAP-4 Data Tables](#) into the form below. All outcome goals are for the period between July 1, 2022 and June 30, 2025.

### Table 4: Outcome Goals

**Name of CoC**

CA-502 Oakland, Berkeley/Alameda County CoC

#### 1a. Reducing the number of persons experiencing homelessness.

**Goal Statement**

By the end of the performance period, HDIS data for the [Oakland/Berkeley/Alameda County CoC] will show [16,000] total people accessing services who are experiencing homelessness annually, representing [6,154] [more] people and a [63%] [increase] from the baseline.

**Goal Narrative**

HDIS baseline data shows the number of people served in our system to be much lower than local HMIS data, which shows 21,511 persons served in FY 21-22, our most recent annual measurement period. We are still trying to understand this significant discrepancy. One potential reason could be that Coordinated Entry data in HDIS appears quite low, and more CE entries should appear in future HDIS data pulls. Therefore, while 16,000 is an increase from HDIS baseline, it is a reduction from what we believe to be the true number of those currently served by our homeless response system. If we reference our HMIS data which reflects our local understanding of the severity of the problem (and also aligns with annual projections of people experiencing homelessness based on a one-morning snapshot provided by the 2022 PIT Count), then we are proposing to decrease the number of persons experiencing homelessness from 21,511 (true baseline) to 16,000, a decrease of 5,511 persons or 26%. This goal is also predicated on the notion that the discrepancies between HDIS and HMIS data will eventually resolve itself so that future HDIS data pulls are comparable to our local situation. While we aim to lower this number overall, the 16,000 also reflects that we hope to have everyone experiencing homelessness in our community accessing and receiving services from our homeless response system and included in HMIS. The balancing of reducing homelessness while ensuring greater coverage of who is known to our system is included in this goal. In HHAP-3 goal setting for 2024, we anticipated a similar reduction from over 19,000 people in our local HMIS baseline to 17,000, an 11% reduction using local numbers (although it appeared as an 87% increase from HDIS data that we couldn't substantiate). Similarly, our goal appears as an increase from HDIS data, but is set using our homeless system numbers that we're able to substantiate. Goals set for 2025 are more ambitious, proposing a 26% instead of 11% decrease in our local situation. This decrease is in the context of continually increasing PIT Count numbers, that saw an overall 73% increase in homelessness from 2017 to 2022. While there are new housing opportunities for people experiencing homelessness in the pipeline, a reduction in homelessness cannot be realized without significant prevention efforts to stop the inflow of people becoming homeless, which hovers at a rate of 2.5 to 3 for every one person exiting homelessness. Prevention strategies have been articulated in the Home Together Plan, but lack funding to implement.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
9,846	6,154	63%	16,000

**Decrease/Increase in # of People**

Increase

### **Optional Comments**

County data shows the baseline data presented by the State shows a lower number than the true number of individuals experiencing homelessness in Alameda County. As this is a new data collection system we look forward to continued enhancements in data including accurate submission of data by local jurisdictions and providers.

## **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:**

Black and African American people experiencing homelessness represent the largest population of people represented in our homeless system. This population has consistently been over-represented compared to their representation in the general population. Current HDIS data shows 54% of those served by our homeless system are Black or African American, compared to approximately 11% of Alameda County residents. This percentage has gradually increased over time. It is imperative that we take steps to address the disproportionate impact, and increase people served (and housed) to reduce this over-representation so it aligns more closely with the general population. Baseline for CY 2021 shows 5,318 Black or African Americans served by our homeless system. Our goal is to serve 9,400 Black or African American persons in 2025, which would be a decrease of 6% relative to our 2024 goal, but would represent 59% of all persons served, which is commensurate with our HHAP-3 goal to serve this population at a rate that is greater than the general and homeless system population. We strive to increase this population served to reflect greater access to resources and housing exits.

**Describe the trackable data goal(s) related to this Outcome Goal:**

People who are Black or African American as a % of total persons served by our homeless response system. Our target is to increase this percentage represented in homeless system programs and services to reach 59% of the total population served by 2025 (or 9,400 Black or African American individuals served), to ensure there is over-representation in services received and exits to housing.

## **1b. Reducing the number of persons experiencing homelessness on a daily basis**

### **Goal Statement**

By the end of the performance period, data for the [Oakland/Berkeley/Alameda County CoC] will show [6,300] total people experiencing unsheltered homelessness daily, representing [835] [fewer] people and a [12%] [reduction] from the baseline.

### **Goal Narrative**

Since our 2017 PIT Count, our CoC has experienced an 85% increase in unsheltered homelessness (3,863 unsheltered in 2017; 6,312 in 2019; and 7,135 in 2022). However, if we remove the 2017 number of unsheltered and focus on the more recent counts from 2019 and 2022, then we see a 13% increase in the unsheltered population, which changes our 2025 projections to 8,232 people predicted to be unsheltered at that time. While the absolute numbers of unsheltered homeless continue to increase, and are projected to keep increasing in the 2024 PIT Count based on current trend lines, the % of unsheltered to sheltered has decreased from 79% unsheltered in 2019 to 73% in the 2022 PIT Count. We believe this number/percentage would likely be higher if it weren't for the many Roomkey units that were still available during the 2022 PIT. With the loss of Roomkey units and the current trajectory, we'd expect continued increases in the unsheltered population. However, our Home Together Plan calls for significant and

temporary investment in shelter to help slow down this increase, and to provide temporary housing while more permanent housing makes its way through the pipeline. Without significant funding, however, we cannot realize our goal of adding 1,625 units of shelter to our inventory by 2023 as called for in the Plan (which would bring our total to 3,410 shelter units). Without ongoing funding, it is difficult to expand and sustain inventory, knowing that future operating and leasing costs do not have a funding source. Our biggest source of recurring funding is through HUD, and much of our HUD CoC package supports ongoing rental assistance for people already in permanent housing. However, our Home Together Plan calls for a number of activities that support efforts to increase the production of low-barrier shelter and interim housing, including lowering programmatic barriers to crisis services, ensuring that existing shelter inventory can be maximally utilized, and increasing medical and mental health respite by 300 beds and including resources for rehousing exits.

For these reasons, we anticipate being able to reverse this trend, and start to change direction in 2024 and beyond. This includes adjusting our previous HHAP-3 goal from 8,100 unsheltered to a new goal of 7,000 by 2024, representing our first decrease in the next PIT Count. Our goal(s) represents stabilization so that, while unsheltered homelessness is predicted to temporarily increase, the addition of new shelter and interim housing can slow down this trajectory and reverse direction by 2025 as more shelter and housing is brought online. Our 2025 goal to have no more than 6,300 people unsheltered represents a 12% decrease from baseline, and a 10% reduction from our HHAP-3 adjusted goal of 7,000. We are proposing a significant reduction from the 2025 projection of 8,232 unsheltered to 6,300. This also represents a 22% decrease from our original HHAP-3 goal of 8,100. We continue to partner with cities to use each round of HHAP funding to bring on more units of interim housing, although it can take a few years to see projects finalized and sustainability of these projects when one-time funding ends remains a top concern.

<b>Baseline Data</b>	<b>Change in # of People</b>	<b>Change as % of Baseline</b>	<b>Target Daily Estimate of # of people experiencing unsheltered homelessness</b>
7,135	835	12%	6,300

**Decrease/Increase in # of People**  
Decrease

## **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:**

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 prior 2019 PIT Count which shows youth represented as 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 (a focus of YHDP), as well as interim housing for youth, we can once again impact this number. We are proposing a 20% decrease relative to our 2024 goal, with strategies informed by our youth coordinated community plan developed under YHDP.

**Describe the trackable data goal(s) related to this Outcome Goal:**

Our goal is to bring the # of unaccompanied youth who are unsheltered down by 2.3% to 7% of the unsheltered population in 2025, or no more than 441 (of the 6,300 goal set for total unsheltered homelessness) unaccompanied youth experiencing unsheltered homelessness. This decrease would be two full percentage points lower than the current percentage of the total homeless population that



unaccompanied youth represent (9% or 666 unaccompanied youth).

## 2. Reducing the number of persons who become newly homeless.

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### Goal Statement

y the end of the performance period, HDIS data for the [Oakland/Berkeley/Alameda County CoC] will show [6,000] total people become newly homeless each year, representing [1,372] [more] people and a [30%] [increase] from the baseline.

### Goal Narrative

Our community doesn't currently anticipate an influx in prevention resources, and like many others, are challenged with how to build out an effective and resourced prevention arm connected to our homeless response system. We foresee that due to the lifting of eviction moratoria when the local health emergency ends, and the wind down of one-time COVID resource-funded rental assistance (e.g. Emergency Rental Assistance Program (ERAP), which received over 11,000 applications in the County, not including the large cities of Oakland and Fremont that received their own applications. Of the 8,556 households that were approved for funding through the County, about 2/3 of these households are below 30% AMI, increasing their risk for falling into homelessness once supports are lifted) we anticipate seeing future increases in first-time homelessness, although likely not immediately, as evictions and loss of housing are just one step in a chain of events that contribute to eventual homelessness. HDIS data shows first-time homelessness increased by 17% between 2020 and 2021 (3967 to 4628), surpassing our 2021 target of where we'd need to be to meet our HHAP-3 2024 goal (4475 in 2021). At our current rate of increase, we would expect to see approx. 7,667 people become homeless for the first time in 2025. Homeless system modeling and projections in our Home Together 2026 Plan also project an increase in first-time homelessness in 2022 and 2023, with eventual stabilizing in 2024 and slight decreases thereafter (contingent on our Plan being sufficiently resourced with new funding over a five-year period, resulting in an additional 24,000 new units and subsidies). For these reasons, we propose to slow this upward trajectory of the rate of first time homelessness. This goal would result in 6,000 people becoming homeless for the first time in 2025 instead of 7,667, a decrease of 22%, and a stabilizing of our 2024 estimate. We hope to achieve this through identification of new prevention funding, building on existing partnerships with other mainstream/institutional settings exiting people to the homeless system (e.g. criminal justice system, hospitals, etc.) and leveraging data from multiple systems to help identify those most likely to become homeless through key screening indicators.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
4,628	1,372	30%	6,000

### Decrease/Increase in # of People

Increase

### Optional Comments

The rate of people entering homelessness it would be expected to see an increase of approximately 3,000 people entering homelessness. This goal decreases that increase by half.

## 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:**

The number 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 people in the general population (11%). The number of Black or African American people who became homeless for the first time in CY 2021 was 2,451 or 53%, an even greater disparity compared to the representation of Black or African American people in the general population. We are proposing to reduce first time homelessness for Black or African American people through housing problem solving and flexible financial assistance resources targeted to achieve greater race equity. Instead of continued growth in this subpopulation, we are proposing to slow the growth rate so that no more than 2,750 of those becoming homeless for the first time in 2025 are Black or African American. This would be a redirection in 2025 from the currently projected 51% of first-time homeless or 3,920 people, who are Black or African American. We are proposing a reduction from the projected 51% to no more than 46%, a decrease of 5% of the first-time homeless population.

**Describe the trackable data goal(s) related to this Outcome Goal:**

The number of Black or African American people experiencing first-time homelessness will be no greater than 2,750, or 46% by 2025.

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

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

#### Goal Statement

By the end of the performance period, HDIS data for the [Oakland/Berkeley/Alameda County CoC] will show [2,250] total people exiting homelessness into permanent housing annually, representing [240] [more] people and a [12%] [increase] from the baseline.

#### Goal Narrative

We saw an 11% increase in housing exits between 2020 and 2021 (1,813 to 2,010 exits), due to new housing resources coming online. However, most of our future housing inventory will show up in HMIS as PSH enrollments with ongoing services (and therefore not system exits), meaning that people who are housed with these resources will be enrolled in PSH ongoing and will not impact this measure since they aren't considered an exit from the system. As we increase tenancy sustaining service slots through CalAIM, we anticipate that everyone housed through Coordinated Entry will be enrolled in these services ongoing (which is the goal) to support housing retention and homelessness prevention, but will continue to be active/enrolled in our system. For this reason, while we anticipate the number of overall housing exits to continue increasing, there is concern that much of this growth will not be captured by this measure. Although it is not entirely clear the population that is exiting to housing outside of the system without ongoing supports, since we don't have our arms around people once they have exited, our projection tool shows us that this type of housing exit continues to steadily increase. We therefore project a 12% increase in system exits to housing from our 2021 baseline (an additional 240 exits), and a 15% increase from our 2024 projected goal of 1,950 system exits to housing. Based on updated baseline data, we believe we can surpass our HHAP-3 2024 goal with further steady increases. While we are optimistic about bringing more housing online, the impact of increased housing exits will continue to be offset by the inflow into our system which averages at a rate of 2.5-3 people becoming homeless for every 1 person who exits. Without permanent funding to work on prevention, increasing total housing exits alone will not move our system to

functional zero.

Current projections in our Home Together Plan include 1,447 units of PSH coming online over the next two fiscal years (through June 2024), but as noted, our projected goal does not include all the people who will move from homelessness to permanent housing due to our understanding of the limitations with the methodology for this measure. Our Home Together Plan also articulates that with significant additional funding and resources, we could increase exits from our system to more than 6,000 households annually by 2024. The Plan calls for the addition of over 24,000 new housing opportunities (both units and subsidies) by 2026, if funding can be identified. These projects to increase inventory would include expansions in rapid rehousing and supportive housing, as well as significant investments in newer program models for our community such as dedicated affordable housing and shallow subsidies that provides housing that allows people independence and autonomy with economic supports, a strategy recommended to be more effective in reducing racial disparities in our community.

We have seen success with focused smaller-scale programs that serve families in rapid rehousing (e.g. CalWORKS HSP), or OPRI (Oakland PATH Rehousing Initiative) that provides sponsor-based rental assistance and supportive services to people living on the street or in emergency shelters, and people exiting foster care or the criminal justice system. The OPRI partnership includes City of Oakland, the Oakland Housing Authority, Alameda County, and multiple non-profit agencies. Bringing programs like this to scale through increased subsidy and service slots would greatly impact our system.

In addition, there are a number of efforts over the past year that have launched to increase exits from our homeless response system to permanent housing: 1) funding housing navigation and housing stability services through CalAIM so that people can more easily access available housing and receive supports to stay housed; 2) procuring funds for operating subsidies that will add financial support to dedicated affordable units through a new local operating subsidy pool; and 3) local jurisdictions (cities) within the County are dedicating funding towards new supportive housing and rapid rehousing programs, are setting aside dedicated affordable units for homeless households, and have launched shallow subsidy programs.

<b>Baseline Data</b>	<b>Change in # of People</b>	<b>Change as % of Baseline</b>	<b>Target Annual Estimate of # of people exiting homelessness into permanent housing</b>
2,010	240	12%	2,250

**Decrease/Increase in # of People**  
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:**

With our 2020 baseline data, we did not see significant disparities in exits to housing when compared with representation in our overall homeless system, however we do know from local and PIT Count data that Black and African American residents are disproportionately impacted by homelessness. So, in alignment with our Home Together 2026 Community Plan to center race equity and reduce racial disparities, we set an intention to reach larger percentages of residents who identify as Black/African American and Brown/Hispanic served by the system and exiting to permanent housing, so that exits to housing align with service representation in the overall homeless system. We continue to identify areas for improvement, for example, American Indian or Alaska Natives who comprise 3.4% of our homeless population but only represent 2.7% of housing exits from our system. Other racial groups are within a one percentile difference between their representation in the homeless system and system exits to housing. Also, because we know that Black or African American people in particular are hugely overrepresented in the homeless system (54% compared to 11% of the general County population) we will continue to focus on access to housing

problem solving and flexible financial assistance at the front door of our homeless system (access points/housing resource centers) so that there is greater access and opportunities for Black/African American and Brown/Latino populations to exit to housing without having to enter the homeless system and experience long waits for system resources.

**Describe the trackable data goal(s) related to this Outcome Goal:**

To achieve equity in this measure for all Black/African American and Brown/Latino populations experiencing homelessness, by 2025 over 3% of housing exits will be American Indian or Alaska Native; and we will maintain or improve representation in successful exits for people who are Asian at 3%; Black or African American at 54%; 2% Native Hawaiian or other Pacific Islander; and 7% for people of multiple races.

## **4. Reducing the length of time persons remain homeless.**

## **4. Reducing the length of time persons remain homeless.**

### **Goal Statement**

By the end of the performance period, HDIS data for the [Oakland/Berkeley/Alameda County CoC] will show [152] days as the average length of time that persons are 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 annually, representing [16] [fewer] people and a [10%] [reduction] from the baseline.

### **Goal Narrative**

The State's HDIS baseline data for this measure is significantly lower than what local HMIS data demonstrates (HMIS data shows that 229 days was the average length of time people remained homeless in Alameda County in CY 2021). Therefore, maintaining the average length of time that people in Alameda County remain homeless at 152 days (our CY 2020 baseline) between 2021 and 2025 is far below what local data shows, and as such is a significant decrease/reduction for this measure. The projection tool used to support goal setting for 2024 and 2025 shows that we're currently projected to reach 164 days as the average length of time someone remains homeless by 2025, only a modest reduction from current baseline. We believe we can take this goal further, but cannot see moving the needle beyond what we already established in HHAP-3 which is a maintenance of effort for this data point which we haven't been able to substantiate locally. For further comparison, our HMIS data for this system performance measure across Fiscal Year 2021-2022 shows 226 days as the average length of time, similar to what we pulled locally for CY 2021.

We know that housing in the pipeline doesn't come online all at once, and that so long as the inflow into homelessness continues at the current rate (which seems likely given all that happens upstream on someone's way to becoming homeless), there will not be enough housing to exit people from the system swiftly without a significant long-term investment in new housing. Given this constraint, there will continue to be issues with flow through the system. PIT Count data also shows a large number of our homeless population is impacted with health and mental health disabilities (49% report psychiatric or emotional conditions; 34% report chronic health conditions; and 33% report physical disabilities), which impacts the time people are waiting for appropriate resources, as we need more housing with enhanced services for older adults, and persons who are medically frail and/or with behavioral health impairments. New models in our system show great promise in providing these more intensive on-site services so that people can stay housed in the community, but require funding to be brought to scale. We also have very little turnover in PSH (which currently makes up the majority of our homeless housing) which is a strength of the system and speaks to our commitment to ensure ongoing services available to everyone for as long as needed, but also means that without new housing brought to scale, there is very little flow with existing inventory. We also see that lengths of stay in some types of interim housing have increased which can be a benefit, as the consumers in those programs are given the supports they need while housing plans are developed and implemented. With the continued move to reduce shelter barriers, people are willing to stay longer

while working on their long-term housing plans

<b>Baseline Data</b>	<b>Change in # of Days</b>	<b>Change as % of Baseline</b>	<b>Target 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</b>
168	16	10%	152

**Decrease/Increase in # of Days**  
Decrease

## **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:**

Updated HDIS baseline data shows the average length of time families with minor children remain homeless continues to be much higher than for households without children (236 days vs. 146 days). This number for families continues to increase based on past data. Our projected performance indicates that if nothing changes, we are on pace to reach an average of 251 days that families with minor children stay homeless by year 2025. While this data could be attributable to families spending more time in programs such as interim housing/transitional housing/etc., our goal is to bring this number down to less than 200 days by 2025, a 15% decrease in length of time from current baseline, and a 20% reduction from our projected performance in 2025 (251 days vs. 200 days) reversing the current trend of increases.

**Describe the trackable data goal(s) related to this Outcome Goal:**

Reduce the average length of time that families with children remain homeless. Target goal is less than 200 days that families remain homeless by 2025. This is an 15% decrease from the 2021 HDIS baseline (236 days).

**5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.**

**5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.**

### **Goal Statement**

By the end of the performance period, HDIS data for the [Alameda County CoC] will show [7%] of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing [0] [fewer or more] people and a [0%] [reduction or increase] from the baseline.

### **Goal Narrative**

This measure has remained relatively stable over the years (usually always at or under 10%, but not much variation from there) and would require a longer timeframe (beyond 2025) to achieve significant reductions.

This goal represents a focus on increasing the number of people experiencing homelessness who exit to housing, while managing ongoing housing retention with some expected levels of attrition. We don't anticipate major levers impacting this relatively stable data point, and would go so far as to postulate that the 7% seen in the State's CY 2021 data may be more of an outlier that will regress to the mean over time. While it's great to see a decrease from HDIS CY 2020 numbers, we wouldn't expect to continue seeing reductions as there is some level of margin/tolerance in any system. DHCS is setting its performance measures for HHIP at no more than 15% returns to homelessness for their population of formerly homeless managed care members who exit to housing, and between this threshold and those set locally in response to tracking this data with HUD over a longer period of time, we have no reason to believe it would be possible to further suppress returns below 7%. As a community, we have dedicated a lot of funding to ensuring that most people exiting to homeless housing through our system have ongoing tenancy sustaining/housing stability services for as long as needed, and we attribute bringing those services to scale through Medi-Cal funding as part of CalAIM, as a key strategy to stay at or below 10% locally with returns to homelessness. However, continued authorizations of these services to cover a long period of time once housed is at the discretion of the Managed Care Plans, and it's not yet clear how the policies they may set around future approval of these services could impact whether some people in housing lose those supports and consequently lose their housing as well. We are continuing to advocate locally for long-term coverage through CalAIM, as well as at the State level to make tenancy sustaining services a covered Medi-Cal benefit, which would promote housing retention for a large group of people.

<b>Baseline Data</b>	<b>Change in % of People</b>	<b>Change as % of Baseline</b>	<b>Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing</b>
7%	0%	0%	7%

**Decrease/Increase in # of People**

Decrease

**Optional Comments**

This goal represents no change, however there is not a no change option to select.

**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:**

Returns to homelessness for transition age youth (ages 18-24) is currently at 11%, much higher than the system average of 7%. Our goal is to decrease unaccompanied youth returns to homelessness, so they're more in line with the rate of returns to homelessness in the overall homeless system. Unaccompanied youth ages 18-24 comprise approximately 6.6% of our homeless system according to CY 2021 data. There should be adequate supports in place to ensure housing retention for this group in line with the rest of our homeless system, so that their returns look similar to the overall system (which we target to be at 10% or lower), if not stronger. This calls for reducing returns by 1% each year to get to 7% in 2025. We believe that decreasing returns to homelessness for transition age youth from 11% to 7% can be accomplished with continued partnership between our County, Continuum of Care, and Youth Action Board, and with the infusion of new YHDP funds deployed to activities called for in the Youth Coordinated Community Plan.

**Describe the trackable data goal(s) related to this Outcome Goal:**

Reduce the percentage of transition age youth who return to homelessness after exiting homelessness to permanent housing from 11% to 7%.

## 6. Increasing successful placements from street outreach.

## 6. Increasing successful placements from street outreach.

### Goal Statement

By the end of the performance period, HDIS data for the [Oakland/Berkeley/Alameda CoC] will show [50] total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing [6] [more] people and a [14%] [increase] from the baseline.

### Goal Narrative

State HDIS data shows that successful placements from street outreach have increased by 214% since 2018 through 2021 (14 to 44 placements), with the biggest increase during that period realized between 2020 to 2021. We believe we can continue increasing this goal (as we projected in HHAP-3) as we expect expansion of outreach teams using HMIS in our CoC beginning FY 2022/2023. In addition, there are an increased number of street health outreach teams participating in housing problem solving and front door services as part of our Coordinated Entry, which will also positively impact this measure. Using HHIP funds from DHCS, we are also partnering with our managed care plans to support data collection and expansion of people served by street health outreach teams, which should support an increase in successful placements over the next few years. However, we're striving to ensure we keep this goal realistic, as successful placements depend on availability of both interim and permanent housing, and the system is therefore reliant on an increase in shelter options that can be accessible by street outreach, which will require new funding investments to realize (as discussed in Goal 1b). As street outreach is often the first encounter/touchpoint to the homeless response system, there are still many people encountered by outreach teams who are not yet ready to consent to data entry in HMIS which has also artificially limited the number of people receiving services through this access point.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
44	6	14%	50

**Decrease/Increase in # of People**  
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:**

There is insufficient population data from HDIS on those included in this measure from 2018 - 2021 (n=44) to draw meaningful conclusions about disproportionately impacted populations with such a small sample size. HDIS only provided data for a couple subpopulations but suppressed most because of the small number of people reported in those categories. Where there was population data, it did not reveal noticeable inequities (e.g. Black or African Americans represent 54% of our homeless system and made up 61% of successful placements from outreach; people with significant mental illness represent 30% of our system and made up 50% of successful placements). However, as prioritized in our Home Together Plan, we have an intention to ensure that the population served by street outreach teams with successful exits aligns with Black/African American and Brown/Latino representation in the overall homeless system. In alignment with

our Home Together 2026 Community Plan to center racial equity and reduce racial disparities, we will set goals to reach larger percentages of all Black/African American and Brown/Latino served by street outreach and exiting to successful placements, so that it aligns with Black/African American and Brown/Latino representation in the overall homeless system.

**Describe the trackable data goal(s) related to this Outcome Goal:**

To achieve equity in this measure for all Black/African American and Brown/Latino populations experiencing homelessness, by 2025 at least 3% of all successful placements from street outreach will be American Indian or Alaska Native; at least 3% Asian; at least 54% Black or African American; at least 2% Native Hawaiian or other Pacific Islander; and at least 7% multiple races.

## **Table 5: Strategies to Achieve Outcome Goals**

### **Strategy 1**

**Type of Strategy**

Reaching underserved and historically marginalized communities and populations

**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 homelessness prevention resources; and ensuring that workforce services are accessible to and structured to support people whose housing is unstable.

**Timeframe**

July 1, 2021 - June 30, 2025

**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 Oakland

**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 the first time, and those returning to homelessness after exiting the system.

**Performance Measure(s) to Be Impacted (Check all that apply)**

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

### **Strategy 2**

**Type of Strategy**

Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements



**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 can quickly assist people when and where they seek help.

**Timeframe**

July 1, 2021 - June 30, 2025

**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.

**Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

**Strategy 3****Type of Strategy**

Strengthening systemic efforts and processes, such as coordinated entry and assessment processes, landlord engagement efforts, housing navigation strategies, and other systemic improvements

**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 the capacity for 211 to track and follow up with people seeking resources; and continue to track and evaluate the impact of updates to CES to ensure impacts are effective and support reductions in racial disparities.

**Timeframe**

July 1, 2021 - June 30, 2025

**Entities with Lead Responsibilities**

OHCC as CE Management Entity, CoC committees

**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.

**Performance Measure(s) to Be Impacted (Check all that apply)**

- 1. Reducing the number of persons experiencing homelessness.
- 6. Increasing successful placements from street outreach

**Strategy 4**

**Type of Strategy**

Increasing investments into, or otherwise scaling up, specific interventions or program types

**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 permanent housing or remove these beds from the system as demand is reduced; and ensure health and safety conditions in shelter programs through countywide standards and track and monitor input by shelter residents.

**Timeframe**

July 2021 - June 2025

**Entities with Lead Responsibilities**

OHCC, County Housing & Community Development, County Social Services Agency,, City of Oakland (COO)

**Measurable Targets**

# of non-congregate beds brought online; Reduce the number of people experiencing unsheltered homelessness at a point in time.

**Performance Measure(s) to Be Impacted (Check all that apply)**

- 1. Reducing the number of persons experiencing homelessness.
- 6. Increasing successful placements from street outreach
- 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

**Strategy 5**

**Type of Strategy**

Increasing investments into, or otherwise scaling up, specific interventions or program types

**Description**

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 funding for supportive housing through expansions of Medi-Cal enrollment and the CalAIM program.

**Timeframe**

July 2021 - June 2025

### **Entities with Lead Responsibilities**

County Housing & Community Development, OHCC

### **Measurable Targets**

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 (tenancy sustaining services).

### **Performance Measure(s) to Be Impacted (Check all that apply)**

- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

## **Strategy 6**

### **Type of Strategy**

Increasing investments into, or otherwise scaling up, specific interventions or program types

### **Description**

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 CE staffing and lighter and variable supportive services.

### **Timeframe**

July 1, 2021 - June 30, 2025

### **Entities with Lead Responsibilities**

HCD, OHCC

### **Measurable Targets**

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 opportunities in the homeless system to ensure BIPOC populations are represented at or above their prevalence in the homeless system.

### **Performance Measure(s) to Be Impacted (Check all that apply)**

- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

## **Strategy 7**

### **Type of Strategy**

Improving data quality, data systems, and/or data

analyses to better inform decision-making

### **Description**

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 disaggregated by race; and work to incorporate an RBA framework systemwide when tracking and measuring performance metrics.

### **Timeframe**

July 1, 2021 - June 30, 2025

### **Entities with Lead Responsibilities**

OHCC, County Housing & Community Development, COO

### **Measurable Targets**

# 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 Together Plan; availability of system performance measures disaggregated by race from our local HMIS; % of OHCC contracts using RBA measures.

### **Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

## **Strategy 8**

### **Type of Strategy**

Expanding and strengthening cross-system partnerships and/or collaborative planning

### **Description**

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 gaps.

### **Timeframe**

July 1, 2021 - June 30, 2025

### **Entities with Lead Responsibilities**

CoC, OHCC, COO

### **Measurable Targets**

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.

### **Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.

7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

*Click + **Add Strategy** above to add additional strategies as needed.*

## Part III. Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-4 Local Homelessness Action Plan & Application Template](#) into the form below.

### Question 1

**[50220.8(b)(3)(D)]** My jurisdiction (e.g., City, County, CoC) collaborated with other overlapping jurisdictions to develop the strategies and goals related to HHAP-4

**Q1**

Yes

### Question 2

**[50220.8(b)(3)(D)]** My jurisdiction (e.g., City, County, CoC) consulted with each of the following entities to determine how HHAP-4 funds would be used:

**Public agencies (governmental entities)**

Yes

**Private sector partners (philanthropy, local businesses, CBOs, etc.)**

No

**Service providers (direct service providers, outreach, shelter providers, etc.)**

Yes

**Local governing boards**

Yes

**People with lived experience**

Yes

**Other**

No

**a. Please describe your most notable coordination and collaborative processes with these entities.**

COO partners 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. This supports upholding the City's and County's goal of building a robust, integrated, and coordinated system of homelessness and housing services. Currently, we meet regularly with the Alameda County Health Care Agency to discuss improving collaboration and support for enhanced health outcomes.

### Question 3

**[50220.8(b)(3)(B) and 50220.8(b)(3)(E)]** My jurisdiction (e.g., City, County, CoC) is partnering or plans to use any round of HHAP funding to increase partnership with:

**People with lived experience**

Yes

**Is this partnership formal or informal?**

Informal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Social services (CalFresh, Medi-cal, CalWORKs, SSI, VA Benefits, etc.)**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Justice entities**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Workforce system**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

Yes

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**Services for older adults**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Services for people with disabilities**

Yes

**Is this partnership formal or informal?**

Informal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

Yes



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**Child welfare system**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Education system**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Local Homeless Coordinated Entry System**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

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**Other (please specify)**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

**Other response**

Behavioral Healthcare Support

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**a. Please describe your most notable partnership with these groups (e.g. MOUs, shared funding, data sharing agreements, service coordination, etc.)**

The City of Oakland has made great strides in including the community, specifically those with lived experience, in planning and development processes as well as ongoing oversight for homeless programs. The city of Oakland's Community Homelessness Services (CHS) worked closely with the Alameda County Youth Action Board 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.

CHS has also established community planning and oversight councils for our programs. Currently, we have one in East Oakland and one in West Oakland. We are also working to include people currently homeless and invested in homeless programs in the selection process for program operators. We have been met with the challenge of identifying participants readily available and have begun developing a database of interested individuals.

## Question 4

**[50220.8(b)(3)(B) and 50220.8(b)(3)(E)]** My jurisdiction (e.g., City, County, CoC) is strengthening its partnership, strategies, and resources across:

**Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP])**

Yes

**Physical and behavioral health care systems and resources**

Yes

**Public health system and resources**

Yes

**a. Please describe your most notable coordination, planning, and/or sharing of data/information that is occurring within these partnerships.**

The City of Oakland is strengthening collaborations between the City, County physical and behavioral health systems, and community physical and behavioral health organizations. We currently fund an emergency shelter program operated by health clinic provider. This ensures participants of this program have direct access to healthcare support they may need. We continue to work with this provider to plan a new safe parking program to ensure the program includes necessary healthcare support infrastructure.

## Question 5

**[50220.8(b)(3)(F)]** Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

**[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:**

Disaggregating administrative data for use in decision making processes

Modifying procurement processes

Ensuring those with lived experience have a role in program design, strategy development, and oversight

Developing workgroups and hosting training related to advancing equity

**a. Please describe the most notable specific actions the jurisdiction will take regarding equity for racial/ethnic/gender groups.**

The City of Oakland has begun requiring providers to run and analyze data disaggregated by race and gender to identify disparities in their work and outcomes. City staff also evaluate the data to collaboratively improve program designs and enhance equitable practices.

## Question 6

**[50220.8(b)(3)(G)]** My jurisdiction (e.g., City, County, CoC) has specific strategies to prevent exits to homelessness from **institutional settings** in partnership with the following mainstream systems:

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

Yes, informal partnering

**Public health system**

Yes, informal partnering

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

Yes, formal partnering

**Child welfare system**

Yes, formal partnering

**Affordable housing funders and providers**

Yes, formal partnering

**Income support programs**

Yes, formal partnering

**Education system**

Yes, informal partnering

**Workforce and employment systems**

Yes, formal partnering

**Other (please specify)**

No

**a. Please describe the most notable specific actions the jurisdiction will take to prevent exits to homelessness from institutional settings**

The City of Oakland partners with agencies to support transitional age youth exiting the child welfare system. We fund transitional housing and rapid rehousing programs to create a pathway to long-term housing for young people who would otherwise enter homelessness. Depending on need or readiness, transitional age youth have the opportunity to enter into transitional housing or move directly into their own unit utilizing rapid rehousing resources. They are connected to an agency dedicated to serving current and former foster youth. This agency provides case management and supportive services including aftercare.

## Question 7

**[50220.8(b)(3)(H)]** 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.**

The City of Oakland runs a capacity building program (CPB) for small emerging homeless providers serving the communities of Oakland. CPB was created to identify small emerging organizations led by providers who identify as African American/Black, the majority of the homeless population in Oakland, 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. This year a component has been added to elect two organizations led by individuals with lived experience of homelessness.

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

The City of Oakland works collectively with Alameda County to identify and address concerns with HMIS. Improved reports have been developed to better assess how our homeless system is function on a system-wide level as well as a programmatic level. We also contract with a data specialist to train City staff and provider staff on data collection and analysis. We plan to request funding for full-time data staff to enhance our data processes. One way we are looking to enhance our data processes is to have dedicated data staff to perform quality assurance and hold regular meetings with providers to go through data entered, identify errors, and provide guidance to programmatic staff on how to correct and prevent these errors. The City of Oakland is also working with HUD TA on HMIS processes to enhance our collection and evaluation of data.

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

The City is looking to pool funding to provide a continuum of services within our homeless system. Our Local Action Plan has been enhanced to develop a flow of support utilizing various funding sources. We are using emergency funding for emergency interventions, have applied for funding to attach to these projects for transitions to long term housing solutions. We are also looking to enhance the utilization of built in County health and benefits programs.

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

The City of Oakland is active on the various CoC boards participating in planning for CoC activities including the Point-in-time count. We will continue to work collaboratively with the committee to enhance the Point-in-time process including working with people with lived experience in planning the process and ensuring staff are adequately prepared and trained. We will continue to evaluate past PIT processes and work collaboratively on enhancing our process to get the truest count attainable. 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.

**(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific 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.**

City of Oakland leadership are active on the various CoC committees that develop and address the Coordinated Entry System (CES). As members of these boards staff are actively engaged in decisions made around the 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.

## Question 8

**\*Responses to these questions are for informational purposes only.**

What **information, guidance, technical assistance, training, and/or alignment of resources and programs** should Cal ICH and other State Agencies prioritize to support jurisdictions in progressing towards their Outcome Goals, Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness, and/or would otherwise help strengthen local partnerships, coordination, planning, and progress toward preventing and ending homelessness?

### **Information, Guidance, and Technical Assistance**

Facilitation of planning processes and collaborative approaches among cross-agency and community-level partners

Technical assistance related to goal setting (generally)

Technical assistance on implementing performance-based contracting

### **Alignment of Resources and Programs**

In the space below, please describe what Cal ICH and other State Agencies should prioritize related to alignment of resources and programs, strengthening partnerships and collaborations, or any other ways that State can support communities' progress:

#### **Untitled**

The City of Oakland would appreciate and benefit from support around strategies to prevent homelessness including specific strategies around first-time homelessness and repeated homelessness. We understand that people are entering homelessness at a faster rate than people are able to exit homelessness. This is similar to grades in school. Once a student struggles and drops below a passing C grade it is easier from them to fall down to an F than to build back up to an A. If support is provided prior to dropping below passing, students can then maintain and start to build their grade back up. Once a student drops down to an F it may be impossible for that student to ever get to an A status that quarter. They will likely have to wait for their slate to be wiped clean through the start of a new quarter. It is the same concept with a credit score. Once a credit score drops down to a low number it takes years of intentional work to increase the score to what is considered a good score. This concept also extends to homelessness. The more support we can give prior to community members completely falling into unsheltered homelessness the better their chances of either avoiding homelessness or having homelessness be brief and one-time. It also points to the need for aggressive and long-term support for our community members who are already living in an unsheltered homeless situation. Funding that we know is secure and ongoing will allow us to plan programs that work for this population to support them in becoming housed permanently without reentering homelessness. It will also permit them the time needed to not just get into a permanent household but to do address the needs necessary to maintain permanent housing.

# Part IV. Funding Plan Strategic Intent Narrative

## Question 1

### Eligible Use 1

#### Eligible Use Category Intended to be Supported with HHAP-4

1. Rapid rehousing

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)**  
16.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)**  
2.00%

#### Activities to be Supported with HHAP-4

These funds will support homeless individuals moving from interim shelter or directly from the street into permanent housing

#### How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

Rapid rehousing supports the continuum of homeless support leading to permanent housing. These funds will allow the City to serve more people through interim housing by providing a pathway to permanent housing overall increasing the number of people moving into permanent housing.

#### How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.

### Eligible Use 2

#### Eligible Use Category Intended to be Supported with HHAP-4

3. Street outreach

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)**  
13.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)**  
2.00%

#### Activities to be Supported with HHAP-4

These funds will support street outreach services including matching to housing and enrolling residents into the Coordinated Entry System

#### How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

Many residents living on the streets are disconnected from the system and do not know how to receive support or connect to homeless programs, services, and permanent housing

#### How were these decisions to invest HHAP-4 into these activities informed by the planned uses of

**other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?**

The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.

**Eligible Use 3**

**Eligible Use Category Intended to be Supported with HHAP-4**

5. Systems support

**Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)**

1.00%

**Activities to be Supported with HHAP-4**

These funds will support data collection and outcome review of the various homeless programs the City funds.

**How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?**

Having a dedicated full-time contractor in addition to existing staff collecting and analyzing data will allow the City to better understand how well programs are operating and will inform decisions to improve services and outcomes.

**How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?**

The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.

**Eligible Use 4**

**Eligible Use Category Intended to be Supported with HHAP-4**

8. Interim sheltering (new and existing)

**Approximate % of TOTAL HHAP-4 ALLOCATION to be sed on this Eligible Use(%)**

63.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)**

6.00%

**Activities to be Supported with HHAP-4**

These funds will support existing interim shelter programs throughout the City of Oakland.

**How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?**

These programs allow unsheltered homeless residents a safe place to sleep and receive support and services intended to lead to permanent housing solutions.

**How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in**



**Part I)?**

The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.

**Table 7. Demonstrated Need**

**# of available shelter  
beds**  
1,557

**# of people  
experiencing  
unsheltered  
homelessness in the  
homeless point-in-time  
count**  
3,337

**Shelter vacancy rate  
(%) in the summer  
months**  
5.20%

**Shelter vacancy rate  
(%) in the winter  
months**  
17.00%

**% of exits from  
emergency shelters to  
permanent housing  
solutions**  
25.00%

**Describe plan to connect residents to permanent housing.**

Vacancy rates were calculated for our indoor emergency family and single shelters. Available beds nearly doubled in the winter months accounting for the increased vacancy rate as outreach works to refer residents to these beds. 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. In addition, Oakland is seeking funding to specifically tie to these projects to support th transition to permanent housing.

**Eligibe Use 5**

**Eligible Use Category Intended to be Supported**

**with HHAP-4**

10. Administrative (up to 7%)

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)**

7.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)**

1.00%

**Activities to be Supported with HHAP-4**

These funds will support staffing and operational needs to oversee and run homeless programs

**How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?**

Programs need trained and qualified staff paid at a living wage to run and oversee these programs. In addition, there are many operational needs necessary for programs to operate and adequately support the homeless population.

**How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?**

The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.

## Question 2

Please describe how the planned investments of HHAP-4 resources and implementation of the activities to be supported will:

**Help drive progress toward achievement of the Outcome Goals and Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness (as identified in Part II above):**

The funding plan enhances past plans by building a continuum of care and support. It puts programming and services in place to serve the full range of needs people may have. Clients can enter and exit where it best suits their individual needs utilizing services helpful to them as is supportive to their goals.

**Help address racial inequities and other inequities in the jurisdiction's homelessness response system:**

The City of Oakland is funding a program to address racial equity concerns in the homeless system and across City systems. This program will look at disparities as well as help staff identify biases. Training will be conducted in groups including City leadership and City line staff. Funding of data support will also increase our understanding of racial disparities in our system and in the programs, we fund so we may appropriately identify and address these concerns.

**Be aligned with health and behavioral health care strategies and resources, including resources of local Medi-Cal managed care plans:**

This funding plan allocated funding to healthcare services including behavioral health and substance abuse support. We understand the need to enhance support around healthcare needs at our program sites. Partnerships are currently established and will continue with local clinics to support program participants. The City also collaborates with the County to ensure residents have access to street health outreach services. This funding will help build on the current infrastructure.

**Support increased exits to permanent housing among people experiencing homelessness:**

This funding plan reallocates funding from emergency shelters to rapid rehousing. This changes the process from adding beds with no transition plan to incorporating transition funding to increase utilization and turnover of existing shelter beds by moving people to permanent housing through rapid rehousing dollars. The goal is to see an increase in transitions to permanent housing with a decrease in recidivism with this multi-tier approach.

## **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
<b>Population and Living Situations</b>		
<b>TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS</b>	5055	2022 PIT
# of People Who are <b>Sheltered</b> (ES, TH, SH)	1718	2022 PIT
# of People Who are <b>Unsheltered</b>	3337	2022 PIT
<b>Household Composition</b>		
# of Households <b>without Children</b>	4334	2022 PIT
# of Households with <b>At Least 1 Adult &amp; 1 Child</b>	87	2022 PIT
# of Households with <b>Only Children</b>	23	2022 PIT
<b>Sub-Populations and Other Characteristics</b>		
# of Adults Who are Experiencing <b>Chronic Homelessness</b>	1346	2022 PIT
# of Adults Who are Experiencing <b>Significant Mental Illness</b>	1131	2022 PIT
# of Adults Who are Experiencing <b>Substance Abuse</b> Disorders	571	2022 PIT
# of Adults Who are <b>Veterans</b>	223	2022 PIT
# of Adults with <b>HIV/AIDS</b>	70	2022 PIT
# of Adults Who are <b>Survivors of Domestic Violence</b>	203	2022 PIT
# of <b>Unaccompanied Youth (under 25)</b>	507	2022 PIT
# of <b>Parenting Youth (under 25)</b>	29	2022 PIT
# of People Who are <b>Children of Parenting Youth</b>	20	2022 PIT
<b>Gender Demographics</b>		
# of <b>Women/Girls</b>	61% - 1921	2022 PIT
# of <b>Men/Boys</b>	38% - 3084	2022 PIT
# of People Who are <b>Transgender</b>	<1%	2022 PIT
# of People Who are <b>Gender Non-Conforming</b>	<1%	2022 PIT
<b>Ethnicity and Race Demographics</b>		
# of People Who are <b>Hispanic/Latino</b>	809	2022 PIT
# of People Who are <b>Non-Hispanic/Non-Latino</b>	4,246	2022 PIT
# of People Who are <b>Black or African American</b>	2,982	2022 PIT
# of People Who are <b>Asian</b>	253	2022 PIT
# of People Who are <b>American Indian or Alaska Native</b>	202	2022 PIT
# of People Who are <b>Native Hawaiian or Other Pacific Islander</b>	101	2022 PIT
# of People Who are <b>White</b>	960	2022 PIT
# of People Who are <b>Multiple Races</b>	556	2022 PIT

*\*If data is not available, please input N/A in the cell and explain why the data is not available below:*

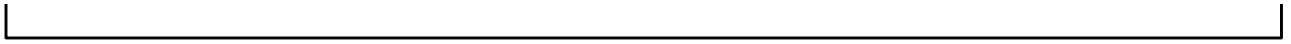


Table 2. Landscape Analysis of People Being Served									
	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversions Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [BOSS, Downtown Street Team]	Source(s) and Timeframe of Data
<b>Household Composition</b>									
# of Households without Children	244	124	249	1119	144	0	1800	143	Alameda County HMIS (Clarify) - 11/21/22
# of Households with At Least 1 Adult & 1 Child	52	116	102	180	0	0	16	0	Alameda County HMIS (Clarify) - 11/21/22
# of Households with Only Children	0	1	0	0	0	0	2	0	Alameda County HMIS (Clarify) - 11/21/22
<b>Sub-Populations and Other Characteristics</b>									
# of Adults Who are Experiencing Chronic Homelessness	100	31	136	628	71	0	1196	48	Alameda County HMIS (Clarify) - 11/21/22
# of Adults Who are Experiencing Significant Mental Illness	143	82	139	442	59	0	1028	56	Alameda County HMIS (Clarify) - 11/21/22
# of Adults Who are Experiencing Substance Abuse Disorders	26	25	42	154	7	0	280	16	Alameda County HMIS (Clarify) - 11/21/22
# of Adults Who are Veterans	4	4	4	39	2	0	80	1	Alameda County HMIS (Clarify) - 11/21/22
# of Adults with HIV/AIDS	13	3	3	45	2	0	42	3	Alameda County HMIS (Clarify) - 11/21/22
# of Adults Who are Survivors of Domestic Violence	56	27	56	172	15	0	244	32	Alameda County HMIS (Clarify) - 11/21/22
# of Unaccompanied Youth (under 25)	6	25	80	50	1	0	43	2	Alameda County HMIS (Clarify) - 11/21/22
# of Parenting Youth (under 25)	0	5	11	9	0	0	0	0	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Children of Parenting Youth	0	7	13	9	0	0	0	0	Alameda County HMIS (Clarify) - 11/21/22
<b>Gender Demographics</b>									
# of Women/Girls	95	93	130	422	49	0	739	45	Alameda County HMIS (Clarify) - 11/21/22
# of Men/Boys	171	78	160	761	94	0	1057	90	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Transgender	1	0	3	3	1	0	6	0	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Gender Non-Conforming	0	0	4	7	0	0	3	0	Alameda County HMIS (Clarify) - 11/21/22
<b>Ethnicity and Race Demographics</b>									
# of People Who are Hispanic/Latino	21	32	48	166	42	0	196	13	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Non-Hispanic/Non-Latino	275	207	303	1135	96	0	1577	115	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Black or African American	231	174	234	891	41	0	1239	93	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Asian	5	5	7	39	2	0	32	3	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are American Indian or Alaska Native	4	5	15	49	4	0	45	3	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Native Hawaiian or Other Pacific Islander	1	0	2	18	2	0	23	1	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are White	38	34	53	208	81	0	349	19	Alameda County HMIS (Clarify) - 11/21/22
# of People Who are Multiple Races	16	21	39	93	6	0	64	8	Alameda County HMIS (Clarify) - 11/21/22

*\*If data is not available, please input N/A in the cell and explain why the data is not available below:*

doesn't include data not collected  
 Substance Abuse – Alcohol and Drug Use Disorder combined Q13a1  
 Significant Mental Health–Mental Health Disorder (Physical and Mental Health Condition at Entry Q13a1)

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

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(select all that apply)</i>	Total Amount Invested into Homelessness Interventions	# of Vouchers <i>(if applicable)</i>	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please select the appropriate population(s))</i>												
Emergency Solutions Grants - CV (ESG CV) - via HUD	FY 2022-2023	\$ 1,757,870.00	n/a	Private Funder(s)	Outreach and Engagement	Funds support sanitation and hygiene at encampments	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	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)
	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 business grant		\$ -																	
Emergency Solutions Grants (ESG) - via HUD	FY 2022-2023	\$ 725,286.00	n/a	Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter	Funds support emergency shelters for families and single adults, mobile street outreach staff and programming, and Rapid Rehousing for families and single adults	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>x Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>x People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>x Other -families</td> </tr> </table>	TARGETED POPULATIONS (please "x" all that apply)			People Exp Chronic Homelessness	x Veterans	Parenting Youth	People Exp Severe Mental Illness	x People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	x Other -families
	TARGETED POPULATIONS (please "x" all that apply)																		
People Exp Chronic Homelessness	x Veterans	Parenting Youth																	
People Exp Severe Mental Illness	x People Exp HIV/ AIDS	Children of Parenting Youth																	
People Exp Substance Abuse Disorders	Unaccompanied Youth	x Other -families																	
		\$ -																	
Other (enter funding source under dotted line)	FY 2022-2023	\$ 3,301,502.00	n/a	Federal Agency	Rental Assistance/Rapid Rehousing	Supports housing for people living with HIV and AIDS	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>x People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	TARGETED POPULATIONS (please "x" all that apply)			People Exp Chronic Homelessness	Veterans	Parenting Youth	People Exp Severe Mental Illness	x People Exp HIV/ AIDS	Children of Parenting Youth	People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)
	TARGETED POPULATIONS (please "x" all that apply)																		
People Exp Chronic Homelessness	Veterans	Parenting Youth																	
People Exp Severe Mental Illness	x People Exp HIV/ AIDS	Children of Parenting Youth																	
People Exp Substance Abuse Disorders	Unaccompanied Youth	Other (please enter here)																	
HOPWA		\$ -																	
Continuum of Care Program (CoC) - via HUD	FY 2022-2023	\$ 3,428,454.00	n/a	Federal Agency	Rental Assistance/Rapid Rehousing	This funding supports transitional supportive housing and rapid rehousing for families, singles, and TAY.	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	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)
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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 (enter funding source under dotted line)	FY 2022-2023	\$ 4,541,561.00	n/a	Local Agency	Rental Assistance/Rapid Rehousing	The Oakland Housing Authority provides housing vouchers to homeless Oakland residents.	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	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)
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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)																	
Oakland Housing Authority		\$ -																	
* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding																			
Other (enter funding source under dotted line)	FY 2022-2023	\$ 6,036,851.00	n/a	Local Agency	Interim Housing/Congregate/Non-Congregate Shelter	Funds support the Oakland homeless system including emergency shelter, RV Safe Parking sites, outreach services, the local OPRI program providing shelter and RRH support, as well as transitional housing	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	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)
	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)																	
Measure Q		\$ -																	
Other (enter funding source under dotted line)	FY 2022-2023	\$ 5,426,055.00	n/a	Local Agency	Interim Housing/Congregate/Non-Congregate Shelter	RV Safe Parking and Homeless staffing and administrative expenses	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	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)
	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)																	
City General Funds and Vacant Property Tax		\$ -																	
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023	\$ 36,575,841.00	n/a	State Agency	Interim Housing/Congregate/Non-Congregate Shelter	Funds support the Oakland homeless system including emergency shelter, RV Safe Parking sites, outreach services, systems support through data consultants, and permanent housing	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other (please enter here)</td> </tr> </table>	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)
	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)																	
		\$ -																	
Family Homelessness Challenge Grants - via Cal ICH	FY 2022-2023	\$ 493,872.50	n/a	State Agency	Interim Housing/Congregate/Non-Congregate Shelter	Supports funding for transitional housing for families with supportive services such as job development and substance abuse support	<table border="1"> <tr> <td colspan="3">TARGETED POPULATIONS (please "x" all that apply)</td> </tr> <tr> <td>People Exp Chronic Homelessness</td> <td>Veterans</td> <td>Parenting Youth</td> </tr> <tr> <td>People Exp Severe Mental Illness</td> <td>People Exp HIV/ AIDS</td> <td>Children of Parenting Youth</td> </tr> <tr> <td>People Exp Substance Abuse Disorders</td> <td>Unaccompanied Youth</td> <td>Other - families</td> </tr> </table>	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 - families
	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 - families																	
	FY 2023-2024	\$ 493,872.50																	
		\$ -																	
		\$ -																	



Encampment Resolution Funding - via Cal ICH	FY 2022-2023	\$ 5,743,274.00	n/a	State Agency	Interim Housing/Congregate/Non-Congregate Shelter	Supports funding for emergency shelter for families with supportive services such as job development and substance abuse support	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
	FY 2023-2024	\$ 2,583,274.00			Administrative Activities			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)	
Community Development Block Grant (CDBG) - via HUD	FY 2022-2023	\$ 1,140,994.00	n/a	Federal Agency	Interim Housing/Congregate/Non-Congregate Shelter	Supports funding for emergency shelter, permanent housing, and thanksgiving community dinner	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
					Administrative Activities			x	People Exp Chronic Homelessness	x	Veterans	Parenting Youth
		\$ -			Systems Support Activities			x	People Exp Severe Mental Illness	x	People Exp HIV/ AIDS	Children of Parenting Youth
		\$ -		Permanent Supportive and Service-Enriched Housing	x	People Exp Substance Abuse Disorders	x	Unaccompanied Youth	Other (please enter here)			
Other (enter funding source under dotted line)	FY 2022-2023	\$ 498,249.00	n/a	Local Agency	Interim Housing/Congregate/Non-Congregate Shelter	Supports funding for Rapid Rehousing and Transitional Housing for single adults as well as winter shelter	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)				
					Permanent Supportive and Service-Enriched Housing			x	People Exp Chronic Homelessness	x	Veterans	Parenting Youth
		\$ -						x	People Exp Severe Mental Illness	x	People Exp HIV/ AIDS	Children of Parenting Youth
Alameda County		\$ -					x	People Exp Substance Abuse Disorders	x	Unaccompanied Youth	Other (please enter here)	

**Table 4. Outcome Goals**

**Outcome Goal #1a: Reducing the number of persons experiencing homelessness.**

**Goal Statement:**  
By the end of the performance period, HDIS data for the [Alameda County CoC] will show [16,000] total people accessing services who are experiencing homelessness annually, representing [6,154] [more] people and a [63%] [increase] from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, and only update the fields in [brackets].*

**Goal Narrative:**  
HDIS baseline data shows the number of people served in our system to be much lower than local HMIS data, which shows 21,511 persons served in FY 21-22, our most recent annual measurement period. We are still trying to understand this significant discrepancy. One potential reason could be that Coordinated Entry data in HDIS appears quite low, and more CE entries should appear in future HDIS data pulls. Therefore, while 16,000 is an increase from HDIS baseline, it is a reduction from what we believe to be the true number of those currently served by our homeless response system. If we reference our HMIS data which reflects our local understanding of the severity of the problem (and also aligns with annual projections of people experiencing homelessness based on a one-morning snapshot provided by the 2022 PIT Count), then we are proposing to **decrease the number of persons experiencing homelessness from 21,511 (true baseline) to 16,000, a decrease of 5,511 persons or 26%**. This goal is also predicated on the notion that the discrepancies between HDIS and HMIS data will eventually resolve itself so that future HDIS data pulls are comparable to our local situation. While we aim to lower this number overall, the 16,000 also reflects that we hope to have everyone experiencing homelessness in our community accessing and receiving services from our homeless response system and included in HMIS. The balancing of reducing homelessness while ensuring greater coverage of who is known to our system is included in this goal. In HHAP-3 goal setting for 2024, we anticipated a similar reduction from over 19,000 people in our local HMIS baseline to 17,000, an 11% reduction using local numbers (although it appeared as an 87% increase from HDIS data that we couldn't substantiate). Similarly, our goal appears as an increase from HDIS data, but is set using our homeless system numbers that we're able to substantiate. Goals set for 2025 are more ambitious, proposing a 26% instead of 11% decrease in our local situation. This decrease is in the context of continually increasing PIT Count numbers, that saw an overall 73% increase in homelessness from 2017 to 2022. While there are new housing opportunities for people experiencing homelessness in the pipeline, a reduction in homelessness cannot be realized without significant prevention efforts to stop the inflow of people becoming homeless, which hovers at a rate of 2.5 to 3 for every one person exiting homelessness. Prevention strategies have been articulated in the Home Together Plan, but lack funding to implement.

Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
9,846	6154	63%	16,000

<b>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:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b> <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
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Black and African American people experiencing homelessness represent the largest population of people represented in our homeless system. This population has consistently been over-represented compared to their representation in the general population. Current HDIS data shows 54% of those served by our homeless system are Black or African American, compared to approximately 11% of Alameda County residents. This percentage has gradually increased over time. It is imperative that we take steps to address the disproportionate impact, and increase people served (and housed) to reduce this over-representation so it aligns more closely with the general population. Baseline for CY 2021 shows 5,318 Black or African Americans served by our homeless system. Our goal is to serve 9,400 Black or African American persons in 2025, which would be a decrease of 6% relative to our 2024 goal, but would represent 59% of all persons served, which is commensurate with our HHAP-3 goal to serve this population at a rate that is greater than the general and homeless system population. We strive to increase this population served to reflect greater access to resources and housing exits.	People who are Black or African American as a % of total persons served by our homeless response system. Our target is to increase this percentage represented in homeless system programs and services to reach 59% of the total population served by 2025 (or 9,400 Black or African American individuals served), to ensure there is over-representation in services received and exits to housing.
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**Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.**

**Goal Statement:**  
By the end of the performance period, data for the [Alameda County CoC] will show [6,300] total people experiencing unsheltered homelessness daily, representing [835] [fewer] people and a [12%] [reduction] from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**  
 Since our 2017 PIT Count, our CoC has experienced an 85% increase in unsheltered homelessness (3,863 unsheltered in 2017; 6,312 in 2019; and 7,135 in 2022). However, if we remove the 2017 number of unsheltered and focus on the more recent counts from 2019 and 2022, then we see a 13% increase in the unsheltered population, which changes our 2025 projections to 8,232 people predicted to be unsheltered at that time. While the absolute numbers of unsheltered homeless continue to increase, and are projected to keep increasing in the 2024 PIT Count based on current trend lines, the % of unsheltered to sheltered has decreased from 79% unsheltered in 2019 to 73% in the 2022 PIT Count. We believe this number/percentage would likely be higher if it weren't for the many Roomkey units that were still available during the 2022 PIT. With the loss of Roomkey units and the current trajectory, we'd expect continued increases in the unsheltered population. However, our Home Together Plan calls for significant and temporary investment in shelter to help slow down this increase, and to provide temporary housing while more permanent housing makes its way through the pipeline. Without significant funding, however, we cannot realize our goal of adding 1,625 units of shelter to our inventory by 2023 as called for in the Plan (which would bring our total to 3,410 shelter units). Without ongoing funding, it is difficult to expand and sustain inventory, knowing that future operating and leasing costs do not have a funding source. Our biggest source of recurring funding is through HUD, and much of our HUD CoC package supports ongoing rental assistance for people already in permanent housing. However, our Home Together Plan calls for a number of activities that support efforts to increase the production of low-barrier shelter and interim housing, including lowering programmatic barriers to crisis services, ensuring that existing shelter inventory can be maximally utilized, and increasing medical and mental health respite by 300 beds and including resources for rehousing exits.

For these reasons, we anticipate being able to reverse this trend, and start to change direction in 2024 and beyond. **This includes adjusting our previous HHAP-3 goal from 8,100 unsheltered to a new goal of 7,000 by 2024, representing our first decrease in the next PIT Count.** Our goal(s) represents stabilization so that, while unsheltered homelessness is predicted to temporarily increase, the addition of new shelter and interim housing can slow down this trajectory and reverse direction by 2025 as more shelter and housing is brought online. Our 2025 goal to have no more than 6,300 people unsheltered represents a 12% decrease from baseline, and a 10% reduction from our HHAP-3 adjusted goal of 7,000. **We are proposing a significant reduction from the 2025 projection of 8,232 unsheltered to 6,300.** This also represents a 22% decrease from our original HHAP-3 goal of 8,100. We continue to partner with cities to use each round of HHAP funding to bring on more units of interim housing, although it can take a few years to see projects finalized and sustainability of these projects when one-time funding ends remains a top concern.

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
7,135	835	12.00%	6,300

<b>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:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b> <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
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 prior 2019 PIT Count which shows youth represented as 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 (a focus of YHDP), as well as interim housing for youth, we can once again impact this number. We are proposing a 20% decrease relative to our 2024 goal, with strategies informed by our youth coordinated community plan developed under YHDP.	<b>Our goal is to bring the # of unaccompanied youth who are unsheltered down by 2.3% to 7% of the unsheltered population in 2025, or no more than 441 (of the 6,300 goal set for total unsheltered homelessness) unaccompanied youth experiencing unsheltered homelessness.</b> This decrease would be two full percentage points lower than the current percentage of the total homeless population that unaccompanied youth represent (9% or 666 unaccompanied youth).

**Outcome Goal #2. Reducing the number of persons who become newly homeless.**

**Goal Statement:**  
 By the end of the performance period, HDIS data for the [Alameda County CoC] will show [6,000] total people become newly homeless each year, representing [1,372] [more] people and a [30%] [increase] from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**  
 Our community doesn't currently anticipate an influx in prevention resources, and like many others, are challenged with how to build out an effective and resourced prevention arm connected to our homeless response system. We foresee that due to the lifting of eviction moratoria when the local health emergency ends, and the wind down of one-time COVID resource-funded rental assistance (e.g. Emergency Rental Assistance Program (ERAP), which received over 11,000 applications in the County, not including the large cities of Oakland and Fremont that received their own applications. Of the 8,556 households that were approved for funding through the County, about 2/3 of these households are below 30% AMI, increasing their risk for falling into homelessness once supports are lifted) we anticipate seeing future increases in first-time homelessness, although likely not immediately, as evictions and loss of housing are just one step in a chain of events that contribute to eventual homelessness. HDIS data shows first-time homelessness increased by 17% between 2020 and 2021 (3967 to 4628), surpassing our 2021 target of where we'd need to be to meet our HHAP-3 2024 goal (4475 in 2021). **At our current rate of increase, we would expect to see approx. 7,667 people become homeless for the first time in 2025.** Homeless system modeling and projections in our Home Together 2026 Plan also project an increase in first-time homelessness in 2022 and 2023, with eventual stabilizing in 2024 and slight decreases thereafter (contingent on our Plan being sufficiently resourced with new funding over a five-year period, resulting in an additional 24,000 new units and subsidies). For these reasons, we propose to slow this upward trajectory of the rate of first time homelessness. **This goal would result in 6,000 people becoming homeless for the first time in 2025 instead of 7,667, a decrease of 22%, and a stabilizing of our 2024 estimate.** We hope to achieve this through identification of new prevention funding, building on existing partnerships with other mainstream/institutional settings exiting people to the homeless system (e.g. criminal justice system, hospitals, etc.) and leveraging data from multiple systems to help identify those most likely to become homeless through key screening indicators.

Baseline Data: Annual Estimate of # of people who become newly homeless each year	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year

4,628	1,372	30%	6,000
<b>Describe Your Related Goals for</b>			
<b>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:</b>		<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
		<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	
<p>The number 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 people in the general population (11%). The number of Black or African American people who became homeless for the first time in CY 2021 was 2,451 or 53%, an even greater disparity compared to the representation of Black or African American people in the general population. We are proposing to reduce first time homelessness for Black or African American people through housing problem solving and flexible financial assistance resources targeted to achieve greater race equity. Instead of continued growth in this subpopulation, we are proposing to slow the growth rate so that no more than 2,750 of those becoming homeless for the first time in 2025 are Black or African American. This would be a redirection in 2025 from the currently projected 51% of first-time homeless or 3,920 people, who are Black or African American. <b>We are proposing a reduction from the projected 51% to no more than 46%, a decrease of 5% of the first-time homeless population.</b></p>		<p>The number of Black or African American people experiencing first-time homelessness will be no greater than 2,750, or 46% by 2025.</p>	

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

**Goal Statement:**  
By the end of the performance period, HDIS data for the [Alameda County CoC] will show [2,250] total people exiting homelessness into permanent housing annually, representing [240] [more] people and a [12%] [increase] from the baseline.

**Goal Narrative:**  
We saw an 11% increase in housing exits between 2020 and 2021 (1,813 to 2,010 exits), due to new housing resources coming online. However, most of our future housing inventory will show up in HMIS as PSH enrollments with ongoing services (and therefore not system exits), meaning that people who are housed with these resources will be enrolled in PSH ongoing and will not impact this measure since they aren't considered an exit from the system. As we increase tenancy sustaining service slots through CalAIM, we anticipate that everyone housed through Coordinated Entry will be enrolled in these services ongoing (which is the goal) to support housing retention and homelessness prevention, but will continue to be active/enrolled in our system. For this reason, while we anticipate the number of overall housing exits to continue increasing, there is concern that much of this growth will not be captured by this measure. Although it is not entirely clear the population that is exiting to housing outside of the system without ongoing supports, since we don't have our arms around people once they have exited, our projection tool shows us that this type of housing exit continues to steadily increase. **We therefore project a 12% increase in system exits to housing from our 2021 baseline (an additional 240 exits), and a 15% increase from our 2024 projected goal of 1,950 system exits to housing.** Based on updated baseline data, we believe we can surpass our HHAP-3 2024 goal with further steady increases. While we are optimistic about bringing more housing online, the impact of increased housing exits will continue to be offset by the inflow into our system which averages at a rate of 2.5-3 people becoming homeless for every 1 person who exits. Without permanent funding to work on prevention, increasing total housing exits alone will not move our system to functional zero.

**Current projections in our Home Together Plan include 1,447 units of PSH coming online over the next two fiscal years (through June 2024),** but as noted, our projected goal does not include all the people who will move from homelessness to permanent housing due to our understanding of the limitations with the methodology for this measure. Our Home Together Plan also articulates that with significant additional funding and resources, we could increase exits from our system to more than 6,000 households annually by 2024. The Plan calls for the addition of over 24,000 new housing opportunities (both units and subsidies) by 2026, if funding can be identified. These projects to increase inventory would include expansions in rapid rehousing and supportive housing, as well as significant investments in newer program models for our community such as dedicated affordable housing and shallow subsidies that provides housing that allows people independence and autonomy with economic supports, a strategy recommended to be more effective in reducing racial disparities in our community.  
We have seen success with focused smaller-scale programs that serve families in rapid rehousing (e.g. CalWORKS HSP), or OPRI (Oakland PATH Rehousing Initiative) that provides sponsor-based rental assistance and supportive services to people living on the street or in emergency shelters, and people exiting foster care or the criminal justice system. The OPRI partnership includes City of Oakland, the Oakland Housing Authority, Alameda County, and multiple non-profit agencies. Bringing programs like this to scale through increased subsidy and service slots would greatly impact our system.  
In addition, there are a number of efforts over the past year that have launched to increase exits from our homeless response system to permanent housing: 1) funding housing navigation and housing stability services through CalAIM so that people can more easily access available housing and receive supports to stay housed; 2) procuring funds for operating subsidies that will add financial support to dedicated affordable units through a new local operating subsidy pool; and 3) local jurisdictions (cities) within the County are dedicating funding towards new supportive housing and rapid rehousing programs, are setting aside dedicated affordable units for homeless households, and have launched shallow subsidy programs.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
2,010	240	12%	2,250

<b>Describe Your Related Goals for</b>			
<b>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:</b>		<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
		<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>	

<p>With our 2020 baseline data, we did not see significant disparities in exits to housing when compared with representation in our overall homeless system, however we do know from local and PIT Count data that Black and African American residents are disproportionately impacted by homelessness. So, in alignment with our Home Together 2026 Community Plan to center race equity and reduce racial disparities, we set an intention to reach larger percentages of residents who identify as Black/African American and Brown/Hispanic served by the system and exiting to permanent housing, so that exits to housing align with service representation in the overall homeless system. We continue to identify areas for improvement, for example, American Indian or Alaska Natives who comprise 3.4% of our homeless population but only represent 2.7% of housing exits from our system. Other racial groups are within a one percentile difference between their representation in the homeless system and system exits to housing. Also, because we know that Black or African American people in particular are hugely overrepresented in the homeless system (54% compared to 11% of the general County population) we will continue to focus on access to housing problem solving and flexible financial assistance at the front door of our homeless system (access points/housing resource centers) so that there is greater access and opportunities for Black/African American and Brown/Latino populations to exit to housing without having to enter the homeless system and experience long waits for system resources.</p>	<p>To achieve equity in this measure for all Black/African American and Brown/Latino populations experiencing homelessness, by 2025 over 3% of housing exits will be American Indian or Alaska Native; and we will maintain or improve representation in successful exits for people who are Asian at 3%; Black or African American at 54%; 2% Native Hawaiian or other Pacific Islander; and 7% for people of multiple races.</p>
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**Outcome Goal #4. Reducing the length of time persons remain homeless.**

**Goal Statement:**  
 By the end of the performance period, HDIS data for the [Alameda County CoC] will show [152] days as the average length of time that persons are 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 annually, representing [16] [fewer] people and a [10%] [reduction] from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognita, only updating the fields in [brackets].*

**Goal Narrative:**  
 The State's HDIS baseline data for this measure is significantly lower than what local HMIS data demonstrates (HMIS data shows that 229 days was the average length of time people remained homeless in Alameda County in CY 2021). Therefore, maintaining the average length of time that people in Alameda County remain homeless at 152 days (our CY 2020 baseline) between 2021 and 2025 is far below what local data shows, and as such is a significant decrease/reduction for this measure. The projection tool used to support goal setting for 2024 and 2025 shows that we're currently projected to reach 164 days as the average length of time someone remains homeless by 2025, only a modest reduction from current baseline. We believe we can take this goal further, but cannot see moving the needle beyond what we already established in HHAP-3 which is a maintenance of effort for this data point which we haven't been able to substantiate locally. For further comparison, our HMIS data for this system performance measure across Fiscal Year 2021-2022 shows 226 days as the average length of time, similar to what we pulled locally for CY 2021.

We know that housing in the pipeline doesn't come online all at once, and that so long as the inflow into homelessness continues at the current rate (which seems likely given all that happens upstream on someone's way to becoming homeless), there will not be enough housing to exit people from the system swiftly without a significant long-term investment in new housing. Given this constraint, there will continue to be issues with flow through the system. PIT Count data also shows a large number of our homeless population is impacted with health and mental health disabilities (49% report psychiatric or emotional conditions; 34% report chronic health conditions; and 33% report physical disabilities), which impacts the time people are waiting for appropriate resources, as we need more housing with enhanced services for older adults, and persons who are medically frail and/or with behavioral health impairments. New models in our system show great promise in providing these more intensive on-site services so that people can stay housed in the community, but require funding to be brought to scale. We also have very little turnover in PSH (which currently makes up the majority of our homeless housing) which is a strength of the system and speaks to our commitment to ensure ongoing services available to everyone for as long as needed, but also means that without new housing brought to scale, there is very little flow with existing inventory. We also see that lengths of stay in some types of interim housing have increased which can be a benefit, as the consumers in those programs are given the supports they need while housing plans are developed and implemented. With the continued move to reduce shelter barriers, people are willing to stay longer while working on their long-term housing plans.

Outcome Goals July 1, 2022 - June 30, 2025			
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	Change in # of Days	Change as % of Baseline	Target 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
168	-16	10%	152 days

**Describe Your Related Goals for**

<p>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:</p>	<p>Describe the trackable data goal(s) related to this Outcome Goal:  <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i></p>
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<p>Updated HDIS baseline data shows the average length of time families with minor children remain homeless continues to be much higher than for households without children (236 days vs. 146 days). This number for families continues to increase based on past data. Our projected performance indicates that <b>if nothing changes, we are on pace to reach an average of 251 days that families with minor children stay homeless by year 2025.</b> While this data could be attributable to families spending more time in programs such as interim housing/transitional housing/etc., <b>our goal is to bring this number down to less than 200 days by 2025,</b> a 15% decrease in length of time from current baseline, and a 20% reduction from our projected performance in 2025 (251 days vs. 200 days) reversing the current trend of increases.</p>	<p>Reduce the average length of time that families with children remain homeless. Target goal is less than 200 days that families remain homeless by 2025. This is an 15% decrease from the 2021 HDIS baseline (236 days).</p>
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**Outcome Goal #5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.**

**Goal Statement:**

By the end of the performance period, HDIS data for the [Alameda County CoC] will show [7%] of people return to homelessness within 2 years after having exited homelessness to permanent housing, representing [0] [fewer or more] people and a [0%] [reduction or increase] from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**

This measure has remained relatively stable over the years (usually always at or under 10%, but not much variation from there) and would require a longer timeframe (beyond 2025) to achieve significant reductions. This goal represents a focus on increasing the number of people experiencing homelessness who exit to housing, while managing ongoing housing retention with some expected levels of attrition. We don't anticipate major levers impacting this relatively stable data point, and would go so far as to postulate that the 7% seen in the State's CY 2021 data may be more of an outlier that will regress to the mean over time. While it's great to see a decrease from HDIS CY 2020 numbers, we wouldn't expect to continue seeing reductions as there is some level of margin/tolerance in any system. DHCS is setting its performance measures for HHIP at no more than 15% returns to homelessness for their population of formerly homeless managed care members who exit to housing, and between this threshold and those set locally in response to tracking this data with HUD over a longer period of time, we have no reason to believe it would be possible to further suppress returns below 7%. As a community, we have dedicated a lot of funding to ensuring that most people exiting to homeless housing through our system have ongoing tenancy sustaining/housing stability services for as long as needed, and we attribute bringing those services to scale through Medi-Cal funding as part of CalAIM, as a key strategy to stay at or below 10% locally with returns to homelessness. However, continued authorizations of these services to cover a long period of time once housed is at the discretion of the Managed Care Plans, and it's not yet clear how the policies they may set around future approval of these services could impact whether some people in housing lose those supports and consequently lose their housing as well. We are continuing to advocate locally for long-term coverage through CalAIM, as well as at the State level to make tenancy sustaining services a covered Medi-Cal benefit, which would promote housing retention for a large group of people.

Baseline Data: % of people who return to homelessness within 2 years after having exited homelessness to permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing
7%	0%	0%	7%
Describe Your Related Goals for			
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: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>		
Returns to homelessness for transition age youth (ages 18-24) is currently at 11%, much higher than the system average of 7%. Our goal is to decrease unaccompanied youth returns to homelessness, so they're more in line with the rate of returns to homelessness in the overall homeless system. Unaccompanied youth ages 18-24 comprise approximately 6.6% of our homeless system according to CY 2021 data. There should be adequate supports in place to ensure housing retention for this group in line with the rest of our homeless system, so that their returns look similar to the overall system (which we target to be at 10% or lower), if not stronger. This calls for reducing returns by 1% each year to get to 7% in 2025. We believe that decreasing returns to homelessness for transition age youth from 11% to 7% can be accomplished with continued partnership between our County, Continuum of Care, and Youth Action Board, and with the infusion of new YHDP funds deployed to activities called for in the Youth Coordinated Community Plan.	Reduce the percentage of transition age youth who return to homelessness after exiting homelessness to permanent housing from 11% to 7%.		

**Outcome Goal #6. Increasing successful placements from street outreach.****Goal Statement:**

By the end of the performance period, HDIS data for the [Alameda CoC] will show [50] total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing [6] [more] people and a [14%] [increase] from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**

State HDIS data shows that successful placements from street outreach have increased by 214% since 2018 through 2021 (14 to 44 placements), with the biggest increase during that period realized between 2020 to 2021. We believe we can continue increasing this goal (as we projected in HHAP-3) as we expect expansion of outreach teams using HMIS in our CoC beginning FY 2022/2023. In addition, there are an increased number of street health outreach teams participating in housing problem solving and front door services as part of our Coordinated Entry, which will also positively impact this measure. Using HHIP funds from DHCS, we are also partnering with our managed care plans to support data collection and expansion of people served by street health outreach teams, which should support an increase in successful placements over the next few years. However, we're striving to ensure we keep this goal realistic, as successful placements depend on availability of both interim and permanent housing, and the system is therefore reliant on an increase in shelter options that can be accessible by street outreach, which will require new funding investments to realize (as discussed in Goal 1b). As street outreach is often the first encounter/touchpoint to the homeless response system, there are still many people encountered by outreach teams who are not yet ready to consent to data entry in HMIS which has also artificially limited the number of people receiving services through this access point.

Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.
44	6	14%	50

Attachment D

Describe Your Related Goals for	
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: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
<p>There is insufficient population data from HDIS on those included in this measure from 2018 - 2021 (n=44) to draw meaningful conclusions about disproportionately impacted populations with such a small sample size. HDIS only provided data for a couple subpopulations but suppressed most because of the small number of people reported in those categories. Where there was population data, it did not reveal noticeable inequities (e.g. Black or African Americans represent 54% of our homeless system and made up 61% of successful placements from outreach; people with significant mental illness represent 30% of our system and made up 50% of successful placements). However, as prioritized in our Home Together Plan, we have an intention to ensure that the population served by street outreach teams with successful exits aligns with Black/African American and Brown/Latino representation in the overall homeless system. In alignment with our Home Together 2026 Community Plan to center racial equity and reduce racial disparities, we will set goals to reach larger percentages of all Black/African American and Brown/Latino served by street outreach and exiting to successful placements, so that it aligns with Black/African American and Brown/Latino representation in the overall homeless system.</p>	<p>To achieve equity in this measure for all Black/African American and Brown/Latino populations experiencing homelessness, by 2025 at least 3% of all successful placements from street outreach will be American Indian or Alaska Native; at least 3% Asian; at least 54% Black or African American; at least 2% Native Hawaiian or other Pacific Islander; and at least 7% multiple races.</p>

**Table 5. Strategies to Achieve Outcome Goals**

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>Prevent Homelessness for our residents: address racial disparities in mainstream/upstream systems to prevent racially disproportionate inflow into homelessness</b> (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	
<b>Timeframe</b>	
July 1, 2021 - June 30, 2025	
<b>Entities with Lead Responsibilities</b>	
Office of Homeless Care and Coordination (system connection); Alameda County Behavioral Health (Care First, Jails Last); Social Services Agency (workforce development); City of	
<b>Measurable Targets</b>	
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	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>Prevent Homelessness for our residents: rapidly resolve episodes of homelessness through Housing Problem Solving</b> (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	
<b>Timeframe</b>	
July 1, 2021 - June 30, 2025	
<b>Entities with Lead Responsibilities</b>	
OHCC as Coordinated Entry Management Entity	
<b>Measurable Targets</b>	
# of housing providers trained in Housing Problem Solving; % increase in number of people assisted with flexible funds through housing problem solving interventions.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
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<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>Connect people to shelter and needed resources: expand access in key neighborhoods and continue improvements to Coordinated Entry</b> (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	
<b>Timeframe</b>	
July 1, 2021 - June 30, 2025	
<b>Entities with Lead Responsibilities</b>	
OHCC as CE Management Entity, CoC committees	
<b>Measurable Targets</b>	
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.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>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</b> (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	
<b>Timeframe</b>	
July 2021 - June 2025	
<b>Entities with Lead Responsibilities</b>	
OHCC, County Housing & Community Development, County Social Services Agency,, City of Oakland (COO)	
<b>Measurable Targets</b>	
# of non-congregate beds brought online; Reduce the number of people experiencing unsheltered homelessness at a point in time.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	<input type="checkbox"/> 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

**Timeframe**

July 2021 - June 2025

**Entities with Lead Responsibilities**

County Housing & Community Development, OHCC

**Measurable Targets**

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 (tenancy sustaining 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.
- 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)
<p><b>Description</b></p> <p><b>Increase housing solutions: Create dedicated affordable housing subsidies for people who do not need intensive services</b> (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 a staff for new local operating subsidy program.</p> <p><b>Timeframe</b></p> <p>July 1, 2021 - June 30, 2025</p> <p><b>Entities with Lead Responsibilities</b></p> <p>HCD, OHCC</p> <p><b>Measurable Targets</b></p> <p>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</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</li> <li><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</li> <li><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</li> <li><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</li> <li><input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</li> <li><input type="checkbox"/> 6. Increasing successful placements from street outreach.</li> <li><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</li> </ul>

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p><b>Description</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</li> </ul>

**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

**Timeframe**

July 1, 2021 - June 30, 2025

**Entities with Lead Responsibilities**

OHCC, County Housing & Community Development, COO

**Measurable Targets**

# 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

- 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)
<p><b>Description</b></p> <p>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</p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</li> <li><input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</li> <li><input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</li> <li><input type="checkbox"/> 4. Reducing the length of time persons remain homeless.</li> <li><input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</li> <li><input type="checkbox"/> 6. Increasing successful placements from street outreach.</li> <li><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</li> </ul>
<p><b>Timeframe</b></p> <p>July 1, 2021 - June 30, 2025</p>	
<p><b>Entities with Lead Responsibilities</b></p> <p>CoC, OHCC, COO</p>	
<p><b>Measurable Targets</b></p> <p>Availability of annual reporting demonstrating performance toward goals in the Home Together 2026 Community Plan; availability of a centralized inventory of</p>	

Table 6. Funding Plan on Strategic Intent

E g b e Use Category intended to be Supported with HHAP 4	Approximate % of TOTAL HHAP 4 ALLOCATION to be based on this E g b e Use (%)	Approximate % of TOTAL HHAP 4 ALLOCATION to be used under this E g b e Use as part of the Youth Set Aside? (%)	Activities to be Supported with HHAP 4	How is this a strategic use of HHAP 4 resources that will address needs and gaps within the homelessness response system?	How were these decisions to invest HHAP 4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis Narrative)?
8. Interim sheltering (new and existing)	63%	6%	These funds will support existing interim shelter programs throughout the City of Oakland.	These programs allow unsheltered homeless residents a safe place to sleep and receive support and services intended to lead to permanent housing solutions.	The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.
3. Street outreach	13%	2%	These funds will support street outreach services including matching to housing and enrolling residents into the Coordinated Entry System	Many residents living on the streets are disconnected from the system and do not know how to receive support or connect to homeless programs, services, and permanent housing	The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.
10. Administrative (up to 7%)	7%	1%	These funds will support staffing and operational needs to oversee and run homeless programs	Programs need trained and qualified staff paid at a living wage to run and oversee these programs. In addition there are many operational needs necessary for programs to operate and adequately support the homeless population.	The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.
1. Rapid rehousing	16%	2%	These funds will support homeless individuals moving from interim shelter or directly from the street into permanent housing	Rapid rehousing supports the continuum of homeless support leading to permanent housing. These funds will allow the City to serve more people through interim housing by providing a pathway to permanent housing overall increasing the number of people moving into permanent housing.	The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.
5. Systems support	1%		These funds will support data collection and outcome review of the various homeless programs the City funds.	Having a dedicated full-time contractor in addition to existing staff collecting and analyzing data will allow the City to better understand how well programs are operating and will inform decisions to improve services and outcomes.	The majority of County HHAP funds are utilized to support other cities throughout the County. Funds distributed to the City of Oakland are used to support the homeless population and homeless system flow in Oakland.
<b>Total:</b>	<b>100%</b>	<b>10%</b>			

**Table 7. Demonstrated Need**

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

<b>Demonstrated Need</b>	
<b># of available shelter beds</b>	1557
<b># of people experiencing unsheltered homelessness in the homeless point-in-time count</b>	3337
<b>Shelter vacancy rate (%) in the summer months</b>	5.20%
<b>Shelter vacancy rate (%) in the winter months</b>	17%
<b>% of exits from emergency shelters to permanent housing solutions</b>	25%
<b>Describe plan to connect residents to permanent housing.</b>	
<p>Vacancy rates were calculated for our indoor emergency family and single shelters. Available beds nearly doubled in the winter months accounting for the increased vacancy rate as outreach works to refer residents to these beds. 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</p>	