

Follow Up Requests from LEC 12/4/19

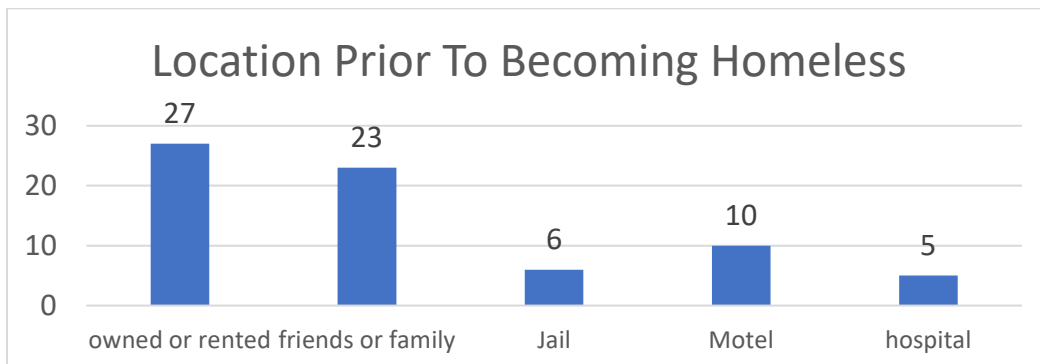
On December 4th, 2019, the City's Five Year Framework to address homelessness was presented to the LEC. At that time, staff was requested to return with:

- Program proposal and policy recommendations for targeted homeless prevention;
- Program proposal and policy recommendations for enhancing the income of homeless persons through workforce development
- Evaluation of strategies for crisis response and rapid rehousing with geographic equity;
- Interdepartmental response, collaboration and coordination

Program proposal and policy recommendations for targeted homeless prevention

Homeless prevention, also referred to as targeted homeless prevention, is a set of interventions designed to target people who are literally closest to being unsheltered on the streets or in emergency shelter. These strategies prevent people from becoming literally homeless and to help them maintain their housing. **A key component of effective homeless prevention programs is the ability to predict and target which households are most likely to become homeless.**

Approximately 300 people per month are newly homeless in Oakland.¹ Where individuals lived prior to becoming homeless points to gaps in the system of care and provides a look into what types of homeless prevention services might be offered to help individuals maintain their housing.²



In the 2019 Oakland PIT Count, Twenty-seven percent (27%) of individuals experiencing homelessness in the City of Oakland reported living in a home owned or rented by themselves or a partner immediately prior to becoming homeless. Twenty-three percent (23%) of people reported staying with friends or family. In addition, data from the PIT Count shows that one third (33%) of people had three or more prior episode of homelessness within the past three years. The data also shows that people who exit homelessness to friends and family are the most likely to return to homelessness. This data provides information for targeted homeless prevention.

¹ Based on 2019 Oakland PIT count survey of percent of people who reported becoming homeless in the past 7 days.

² 2019 Oakland PIT Jurisdictional Report

Targeted homeless prevention assistance may include a combination of financial assistance, housing problem solving, mediation with friends/family, legal assistance, and connection to other mainstream service systems for support such as health care, benefits, and employment.

Prevention Policy Recommendation: All new prevention/anti displacement funding above current levels be used for targeted homeless prevention and include the recommendations below from the PATH Framework. The full PATH Framework prevention section is attached **(Attachment C)**.

- Design prevention programs to assist those most at risk of becoming homeless
 - Use evidence-based screening tools to identify people most at risk of becoming homeless and prioritize resources to address critical needs.
 - Use racially disaggregated data (qualitative and quantitative) to target assistance to populations most at risk of homelessness or of returning to homelessness (i.e. people who exit to friends and family)
 - Collaborate with systems where African Americans are disproportionately involved/ impacted to prevent homelessness (e.g. when people leave criminal justice or foster care systems)
 - Eliminate barriers to receiving assistance such as requirements to have a lease, income, good credit.
 - Use data to identify and address racial disparities in the rates at which people are becoming homeless

- Offer flexible financial assistance to help people stay in housing
 - Add resources to support robust housing problem solving throughout homeless system for people at risk of homelessness as well as people recently homeless (see goal on returning to housing)
 - Support engagement with community based and faith based organizations that have roots in communities whose members are disproportionately at risk of homelessness, to strengthen their capacity to respond effectively when people are experiencing a housing crisis.

- Track homelessness prevention efforts through HMIS

- Help people who are at risk of homelessness increase incomes through linkage with employment programs (see next section)

Implications for HHAP: As part of the FY 19-21 budget process, council allocated \$2 million for targeted homeless prevention from future HHAP funding. The City's HHAP application proposes a \$1 million investment in targeted homeless prevention funds. These funds will be combined with existing prevention resources within Oakland (approximately \$1M in FY 20-21 from the privately funded Keep Oakland Housed) to create a total of \$2M in targeted prevention funds within Oakland. Targeted prevention funds will be used for legal services, short term financial assistance, and social services supports to address any barriers to maintaining housing.

Program proposal and policy recommendations for enhancing the income of homeless persons through workforce development

A household financial crisis can be both a cause of homelessness and a barrier to obtaining permanent housing. In the 2019 PIT count survey— 57% of respondents said rental

assistance/income assistance might have prevented their homelessness. The need for a living wage job to prevent people from losing housing, and to help people secure housing, was a key theme from consumer focus groups conducted to inform the updated PATH framework.

Workforce Policy Recommendations: Workforce funding for people experiencing homelessness should align with the three service models recommended in the PATH Framework. The full PATH Framework Employment section is attached (**Attachment D**). These three service models include:

- Low barrier work opportunities, such as beautification work crews for people re-entering the workforce
 - Ensure that programs offer support for development of work-related skills and provide services to address employment barriers, in conjunction with work opportunities.
 - Ensure that low barrier work opportunities have built in pathways to real employment opportunities (Ex: linkages with public works or other city departments)
- Increase co-location and collaboration between providers of homeless assistance and employment programs and services.
 - Add employment specialist positions in core homeless services/ prevention services programs to help people increase incomes enough to pay rent
- Flexible funding pool to support career track education, training and employment programs
 - Identify and facilitate connections with employment training programs that have demonstrated effectiveness for people who have significant barriers to employment opportunities.
 - Identify and reduce barriers to participation of homeless individuals in mainstream workforce programming.

Implications for HHAP: As part of the FY 19-21 budget process, Council made three separate allocations of \$500,000 each to various low barrier work opportunities for a total of \$1.5 million in future HHAP funding. The City's HHAP application budget maintains the \$1.5 million investment in workforce services for people experiencing homelessness. However, staff recommends maintaining \$500,000 for this low barrier work opportunities and utilizing the other \$1M for a combination of the other two employment strategies- career track employment support targeted to those recently housed or at risk of losing their housing and flexible career track funds. Exact program models will be developed this spring and grantees will be selected using the Human Services Rolling RFQ for homeless services.

Evaluation of strategies for crisis response

In 2018 HUD released a Five Year Strategic Plan that included reducing homelessness as one of its strategic objectives. As part of this strategy, the department began to target technical assistance to communities that had large increases in unsheltered homelessness. Alameda County and Oakland were selected as recipients of this Technical Assistance (TA).

The evaluation on Oakland's Crisis Response Strategies, provided through HUD's TA considers the city's operation of three distinct models of crisis response over the time period of December 2017 to December 2019. These three models are Emergency Shelter (ES), Transitional

Housing (TH), and the Community Cabins (CC) projects. The report will define these models by structure and services, provide a cost comparison, examine the demographics vulnerability of participants, and review system performance measures related to each project including permanent housing exits, returns to homelessness, and length of time from project entry to exit. The evaluation will provide recommendations for program, policy, and funding changes to increase the projects' efficiency and quality in addressing homelessness. Unfortunately, due to the Covid-19 crisis, work on the evaluation has not yet been completed by HUD. Staff will return to council in the early fall when the evaluation is complete. In addition, the HUD TA led Systems Modeling work for Alameda County which also evaluates and recommends amounts of needed interventions will be available on the same timeline. Basic outcome data for the Community Cabins is included in the body of the HHAP report.

Evaluation of strategies for Rapid Rehousing

Rapid Rehousing is an intervention designed to quickly move households from homelessness to being housed. As defined by the National Alliance to End Homelessness "Rapid re-housing provides short term rental assistance and services. The goals are to help people obtain housing quickly, increase self-sufficiency, and stay housed."³ It is offered without preconditions such as requirements for sobriety, income, employment or lack of a criminal history. The philosophy of rapid rehousing is strongly aligned with the philosophy of housing first which prioritizes providing someone with stable housing first and then addressing other issues in their lives which may be barriers to housing.

All Rapid Re-housing programs have three core components: housing identification, flexible funding for move in assistance and partial rent subsidies, and case management assistance to support households to remaining housed. Within Oakland, the City funds rapid re-housing programs for families, transition aged youth, and individuals. In addition, within Oakland there are rapid re-housing programs for veterans and for CalWorks families.

Over the past several years there has been increasing concern about the effectiveness of this model in areas of the country with very high rents and very low occupancy rates, such as Oakland/Alameda County. The alignment with a housing first philosophy has not waived. Immediate placement in permanent housing remains the goal. Rather, the ability of a household to sustain their rent after the rapid re-housing subsidy and services end is the concern. This is leading many communities to look at models such as long term shallow subsidies and increased partnerships with housing authorities as crucial next steps in addressing homelessness.

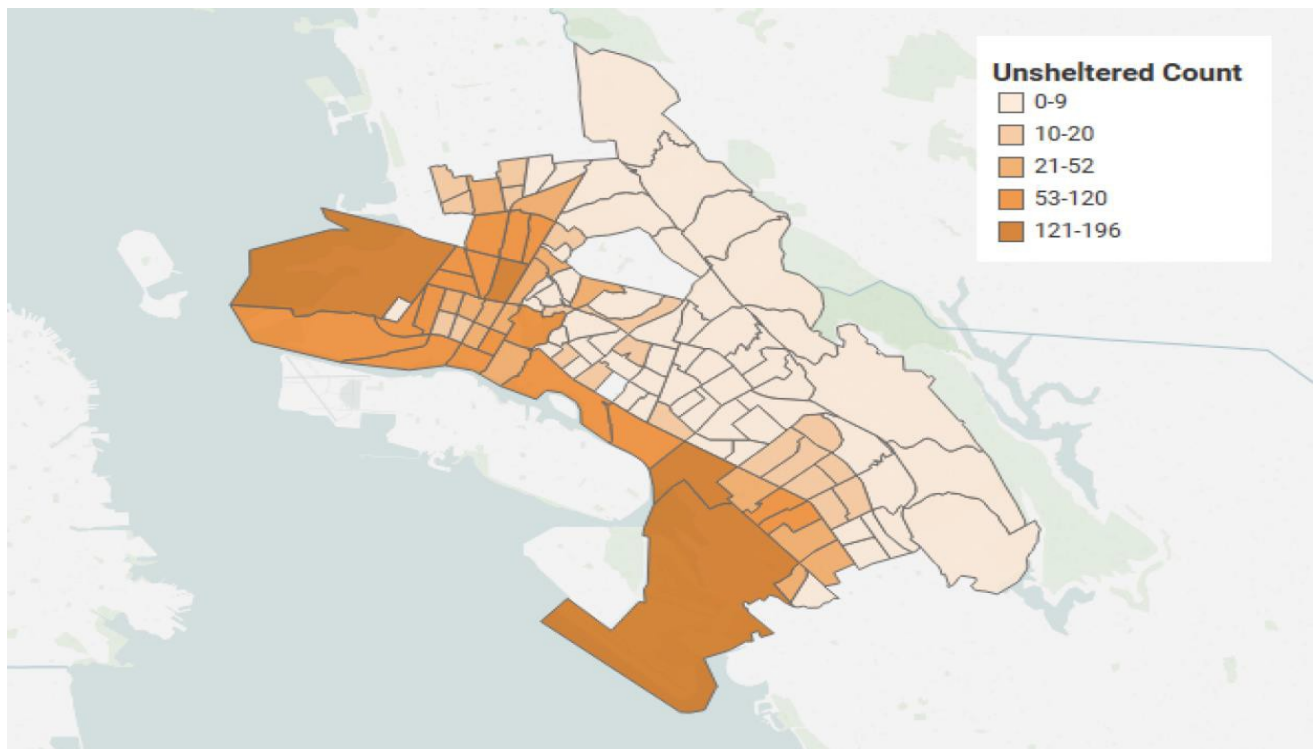
In Oakland, there is a need for a robust evaluation of our rapid re-housing program models to see how they are working locally in this high cost, low vacancy area and to have future decisions about this model based on local data. Staff is currently exploring options to have a true evaluation of this model completed. In the meantime, a general look at demographic and outcome data was started in spring of 2020. Unfortunately, due to the Covid-19 crisis, work on this data review has not yet been completed. Staff will return to council in the early fall with this data analysis.

³ NAEH <https://endhomelessness.org/ending-homelessness/solutions/rapid-re-housing/>

In recent years, there has been increased attention by several large cities around the country to have geographic equity in where they site homeless services. For example, Los Angeles and Washington DC have decided to site their new large congregate shelters in every Council District and Ward. In New York City, the City Council adopted Fair Share Criteria to compel more equitable siting of a range of city services and facilities including homeless services.

Similarly, San Francisco has a recently adopted goal of opening a Navigation Center in every supervisorial district. In these cities, as in Oakland, homelessness is a citywide issue. While Oakland, like most cities, sees a concentration of people experiencing homelessness in certain areas, no area of the Oakland is untouched by this current crisis.

Unsheltered persons in the City of Oakland by census tract



At Council request, staff is currently exploring the feasibility of siting a homeless intervention in every council district. This item was scheduled to come back to the Life Enrichment Committee on April 28, 2020. The item has been postponed due to the Covid-19 crisis and will be rescheduled.

While geographic equity is an important way to ensure that all areas of the city are contributing to homelessness responses, it is also important to maintain people experiencing homelessness at the center of all siting decisions. Programs must be sited in areas that are easily accessible by foot or public transportation so as to not create barriers to use. In addition, locating services near other amenities such as stores, libraries, and other social services is considered a best practice.

Interdepartmental response, collaboration and coordination

There is daily interdepartmental coordination around encampment management to ensure operations are run successfully. This includes HSD overseeing outreach work and postings before any cleaning as well as providing housing navigators when requested on the day of an operation. OPW conducts the actual clean-up operations with OPD providing a safe work zone. Additionally, OFD will be called in if hazardous materials are discovered during any operation. On a biweekly basis, members of these departments as well as DOT, OPRYD, and the CAO

meet to plan operations for the following weeks. Additionally, the City Attorney participates in meetings to ensure the team is complying with its policies and procedures. There is often coordination with agencies outside the city such as Caltrans, BART, PG&E, EBMUD when those agencies have projects that may impact encampments.

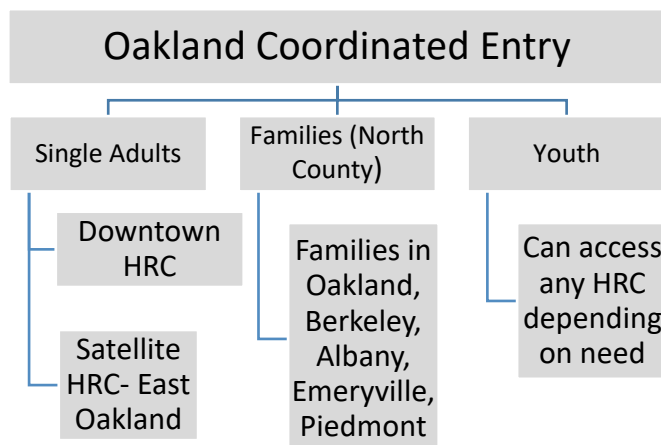
1. Summary of Homelessness in Large City

The City of Oakland, along with many other communities in this country, is facing a humanitarian crisis of neighbors who find themselves homeless. On a single night in January 2019, more than 4,000 people were experiencing homelessness in Oakland. Nearly four out of five (79 percent) of the people experiencing homelessness in Oakland are unsheltered and live outdoors or in tents or vehicles, often along the city's streets and in parks. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland, and a 63 percent increase in unsheltered homelessness since 2017. These numbers account for only a fraction of the people who become homeless over the course of a year. In Oakland, 70 percent of people who are homeless are African American compared to 24 percent of the general population. *The LSA for the Alameda County CoC and the 2019 Oakland PIT report are attached.*

2. a. Demonstration of Regional Coordination: Describe how the large city interfaces with CES; challenges to the CES, plans to address the challenges, promoting utilization of CES

Alameda County's Coordinated Entry operates through a network of Access Points (2-1-1, Housing Resource Centers, Outreach Teams) and Resource Zones (Administrative Coordination) to screen, provide housing problem solving, assess, prioritize, and match eligible people to a variety of housing programs including: homelessness prevention services, legal services, housing resource centers, housing navigation services, shelter, transitional housing, rapid rehousing, and permanent affordable and supportive housing. Coordinated Entry uses standard processes that include a comprehensive assessment tool to fairly determine need, priority, and eligibility for housing or services.

The City of Oakland is the Lead for the Oakland Resource Zone which is the largest of five zones in Alameda County's Coordinated Entry System. As the Oakland zone coordinator, the City leads all aspects of CES planning and implementation within Oakland. The City works with seven sub-grantees to provide CES related services. The City has three Housing Resource Centers (HRCs) to ensure appropriate geographic and population coverage (see chart below). City staff have been integral participants in the planning and implementation of CES on a county and city level and sit on several Countywide CES related oversight committees including the CoC Committee (CoC Board), HMIS Oversight Committee, and Systems Coordination Committee (oversight of CES).



CES Challenges

Current challenges to the County's CES (and by default the City's CES) include the lack of a management entity or designated decision making entity for the CES, an HMIS structure that was not able to capture and report on many CES activities for the first two years of operation, and a system that has become overly focused on providing assessments to people without enough resources to match them to – resulting in a very long by name list for the county and the city. All of these challenges are currently being addressed. The HMIS system is now able to capture and report out on most CES related data. Other HMIS changes to strengthen CES are being made as part of the new HUD system performance measures requirements. These changes will be completed by April 1, 2020. In addition, a management entity to oversee day to day decision making for the CES will be in place by the late spring 2020. Based on an initial evaluation of the CES implementation thus far, the CoC is in the process of making additional changes and improvements. One of these changes will be a phased assessment to reduce the by name list to a smaller number of highly prioritized individuals who are likely to be matched to a housing resource.

Promoting Utilization of Oakland's CES

The City of Oakland promotes its CES in several ways.

- Outreach: Currently the City funds 8 FTE street outreach workers (through a combination of CES and other funding) who provide general harm reduction based outreach throughout the City five days/week. These outreach workers are certified CES assessors (can conduct assessments in the field), coordinate closely with Oakland's Housing Resource Centers to find highly prioritized people from the by name list, and communicate with all unsheltered individuals about what the CES is and how to access it. In addition to City funded outreach there are a variety of street based outreach and other street based services provided by agencies within Oakland. Many of these agencies also have certified assessors on staff and can connect people to CES while in the field.
- Assessors embedded within agencies: The City of Oakland has made a concerted effort to ensure that a wide variety of service providers have staff people who are trained CES assessors. Examples include providers who work with homeless seniors, homeless TAY, homeless families, and others. By having CES assessments offered by many different agencies we hope to have contact with all vulnerable populations within the City.
- Housing Resource Centers: Oakland has three Housing Resource Centers where homeless individuals and families can obtain CES assessments and other resources on a phone or walk in basis.
- Crisis Response beds/spaces: All program which provide crisis response beds/spaces such as emergency shelter, Community Cabins and Safe Parking interventions assess new clients as they enter the program to ensure that highly vulnerable people are matched to housing resources as they become available.

b. Prioritization Criteria and how CES is used for prioritization. How is 24 CFR 578.8(a)(8) used for this purpose. How HHAP projects will align with Housing First.

Within Oakland all housing navigation, tenancy sustaining services, transitional housing and rapid rehousing programs are matched to using the Coordinated Entry System. Permanent Supportive Housing is matched through CES on a countywide basis. Alameda County has established a set of prioritization factors which include:

Household Characteristics	<ul style="list-style-type: none"> • Children age 5 or under • Seniors 	<ul style="list-style-type: none"> • Larger households • Pregnant household member
Homeless History	<ul style="list-style-type: none"> • Unsheltered • In emergency shelter 	<ul style="list-style-type: none"> • Episodes of homelessness • Length of time homeless
Housing Barriers	<ul style="list-style-type: none"> • Time since last held a lease • History of eviction 	<ul style="list-style-type: none"> • History of incarceration/law enforcement involvement • Low income
Vulnerability	<ul style="list-style-type: none"> • Emergency service utilization • Functional impairment • Life-threatening illnesses or acute medical conditions 	<ul style="list-style-type: none"> • Unsafe or risky survival strategies • Households whose members have run away from home

24 CFR 578.7(a)(8)

Alameda County’s Coordinated Entry System covers programs funded by CoC funds, ESG, funds and other funding sources. The Alameda County CoC, Everyone Home, has created an Alameda County Housing Crisis Response System Manual to guide policy and operations of the CES. The manual addresses all aspects of 24 CFR 578.7(a)(8) including the needs of individuals and families fleeing or attempting to flee domestic violence, dating violence, sexual assault or stalking. The Everyone Home Governance Charter establishes a participatory committee structure to ensure that the system operates in compliance with all regulatory requirements and is guided by the unified purpose of keeping and getting people housed.

Housing First

For many years, the City of Oakland has prioritized funding programs that adhere to a housing first model. All HHAP funded activities and programs will be aligned with Housing First principles. For example, HHAP funding will be used for emergency shelter, Community Cabins and Safe Parking programs which are all extremely low barrier for entry and accept clients without preconditions including those with active substance use, criminal backgrounds, lack of income, and those who are experiencing mental health symptoms. Through the program development, contracting, and monitoring processes, the City will ensure that all its HHAP funded programs employ a housing first model and that low-barrier standards are adhered to by all service providers.

c. Coordination with CoC and County to identify their share of the regional need to address homelessness. How funds will help meet jurisdiction's share of the need.

The unsheltered population in Oakland comprises approximately 50 percent of the jurisdiction's unsheltered population. HHAP funds will help Oakland increase its shelter capacity and will provide additional exit resources to increase the number of exits to permanent housing. HHAP provides an opportunity for the City of Oakland to leverage funding to strengthen its collaborative efforts with the County and CoC. City staff has met with staff from the County and CoC to conduct exploratory conversations centered on identifying a joint project using a portion of each jurisdiction's HHAP allocations. Such projects might utilize a portion of both jurisdiction's HHAP allocations, as well as leveraging other funds. For example, the youth set aside funding is one area where the three jurisdictions have discussed collaboratively planning and funding projects. The City and County have also discussed the possibility of jointly using the County's HHAP RFI (Request for Information) process to select providers for funding. All parties have committed to meeting regularly to develop a program model and implementation plan that is feasible and client focused.

d. Efforts to create sustainable, long term housing solutions for people experiencing homelessness or at risk of homelessness

The City of Oakland's Housing and Community Development Department issues Notices of Funding Availability on a periodic basis (either once a year or once every two years) depending upon availability of funds. The capital funds provided through these NOFAs are used to advance the development of newly constructed housing units, the acquisition and rehabilitation of existing housing for conversion to restricted affordable housing, and the rehabilitation/preservation of existing affordable housing. In August 2019, the City released two NOFAs, one for New Construction (\$19,000,000 available) and one for Acquisition/Rehabilitation and Preservation (\$16,000,000 available). These funding opportunities prioritized housing serving households at 20% of AMI and for the new construction NOFA set a threshold requirement that 20% of the units must serve households at 30% of AMI or below. The NOFAs also prioritized projects providing permanent supportive housing, those that would use the coordinated entry system for lease-up, and those that will adhere to "Housing First" principles. In this way, the City is seeking to target a portion of its available capital funds for housing to units serving those with the lowest incomes who are at risk of homelessness as well as those who are currently experiencing homelessness. The City also partners with the Oakland Housing Authority and the Alameda County Health Care Services Agency to ensure that the requisite rental subsidies and support services funding are available to this housing, ensuring long term viability and success.

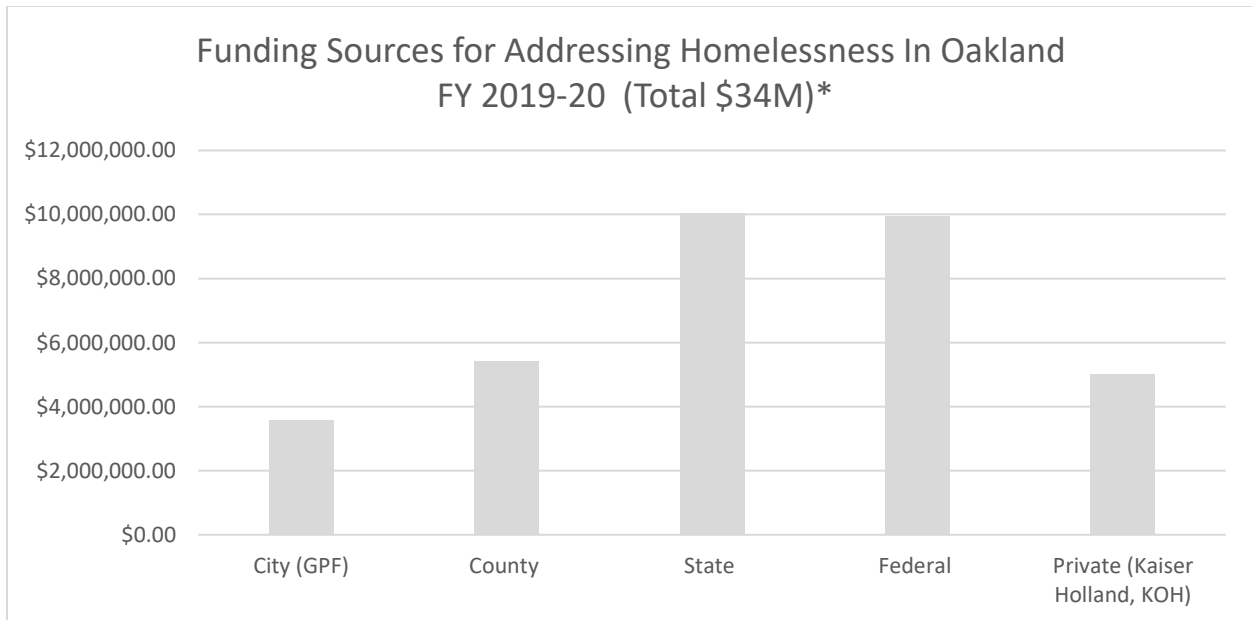
In addition, in December 2019, the City released two additional NOFAs, both for Acquisition and Conversion to Affordable Housing projects, with one of the NOFAs dedicated to projects sponsored by community land trusts and housing cooperatives. These NOFAs will provide \$30,000,000 in Measure KK funding, a

voter approved measure that seeks to target anti-displacement housing solutions. These funding opportunities prioritize projects that ensure that vulnerable residents can remain in their homes at affordable housing costs, thereby preventing the likelihood of homeless outcomes should a private market rate property owner evict tenants for no cause or due to a sale of the property.

3. Resources Addressing Homelessness: describe existing programs and resources, provide an exhaustive list of all funds your jurisdiction currently uses to provide housing and homeless services

A. Existing Programs and Resources

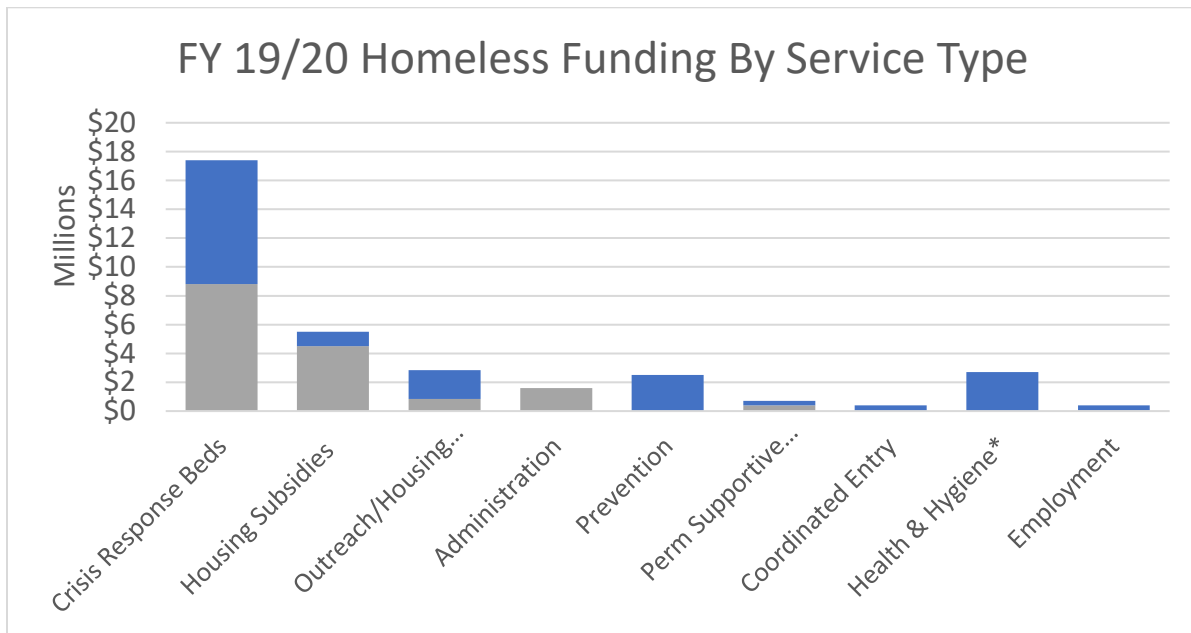
For the 2019-2020 fiscal year (FY) the Human Services Department has a budget of approximately \$30 million through a combination of federal, state, county, city and private funds. One time State HEAP (Homeless Emergency Assistance Program) funds account for one-third of the total operating budget. Federal HUD (Housing and Urban Development) funding, comprised of multiple grants, also accounts for one-third of the total operating budget. City, County, and private funding collectively account for the remaining third. Additional private funding, such as the Keep Oakland Housed (KOH) homeless prevention program, is also included in the funding sources chart below.



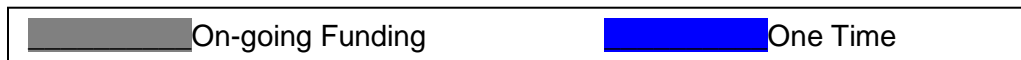
*Includes City controlled resources and coordinated private dollars such as Keep Oakland Housed. Does not include the substantial investments in housing through local bonds and other sources

Approximately 54 percent of the total funds (\$18.1 million) are part of the City’s ongoing homelessness funding and approximately 46 percent (\$16.4 million) are one-time funds with an end date in the next 12 – 24 months.

The chart below illustrates the amount currently spent on each type of intervention and reflects the total operating budget for the Community Housing Services Division of the Human Services Department, along with significant investments of private funds that impact the Oakland system (e.g., Keep Oakland Housed, Kaiser Foundation). It illustrates the funding spent on each type of intervention and whether that funding is one-time versus ongoing.



*includes Police and Public Works



1. List of all funds

Program Name/ Description	Funding Type (State, Federal, City, County, etc.)	Specific Funding Source (list name/specifics)	Budgeted Amount	Service Category
Homeless Employment Program	City General Fund	GPF	\$350,000	Workforce Development
Families In Transition-City Match	City General Fund	GPF	\$50,000	Transitional Housing
Matilda Cleveland-City Match	City General Fund	GPF	\$133,000	Transitional Housing
HFSN Match	County	SSA	\$338,168	Transitional Housing
Holland	County	Whole Person Care	\$750,000	Transitional Housing
Families In Transition	Federal	HUD CoC	\$267,167	Transitional Housing
Matilda Cleveland	Federal	HUD CoC	\$279,813	Transitional Housing
Oakland Homeless Youth Housing Collaborative	Federal	HUD CoC	\$713,095	Transitional Housing
Housing Fast Support Network (HFSN)	Federal	HUD CoC	\$1,864,465	Transitional Housing
Holland CoC grant	Federal	HUD CoC	\$584,000	Transitional Housing
FIT - OHA	Federal	HUD CoC	\$171,960	Transitional Housing
MC-OHA	Federal	HUD CoC	\$146,160	Transitional Housing
Holland	Private	Kaiser	\$1,000,000	Transitional Housing
Lifelong - Services in Permanent Housing	City General Fund	GPF	\$200,000	services in PH
CES - services in permanent housing (tier I)	County	Whole Person Care	\$337,500.00	services in PH
OPRI Services -Services in Permanent Housing	Federal	CDBG	\$212,603	services in PH
ICAC Safe Parking	City General Fund	GPF	\$300,000	Safe Parking
Safe Parking	State	HEAP	\$1,980,000	Safe Parking
N. County Youth RRH-City Match	City General Fund	GPF	\$8,766	RRH
CES-Boomerang RRH	County	County Boomerang	\$677,294	RRH
CES-Boomerang flex funds	County	County Boomerang	\$339,734	RRH
Building Futures RRH	Federal	ESG	\$72,000	RRH
St. Mary's RRH	Federal	ESG	\$50,000	RRH
First Place for Youth-OPRI Services	Federal	ESG	\$157,608	RRH
N. County Youth RRH	Federal	HUD CoC	\$1,340,466	RRH
N. County Family RRH	Federal	HUD CoC	\$861,551	RRH
Operation Dignity Outreach	City General Fund	GPF	\$205,544	outreach
Operation Dignity - CES	County	CES grant	\$196,919	outreach
Roots Outreach-CES	County	CES grant	\$153,731	outreach
Operation Dignity Outreach	Federal	ESG	\$122,096	outreach
Operation Dignity Outreach	Federal	HOPWA	\$25,000	outreach

City direct outreach staff	State	HEAP	\$156,390	outreach
Homeless/ Housing funding	City General Fund	GPF	\$1,500,000	housing subsidies
OPRI Housing Subsidies-adult	Federal	Oakland Housing Authority	\$1,733,053	housing subsidies
OPRI Housing Subsidies-youth	Federal	Oakland Housing Authority	\$286,947	housing subsidies
CES - Housing Navigation	County	Whole Person Care	\$1,908,000	Housing Navigation
Emeryville FFD Housing Nav	County	City of Emeryville	\$25,000	Housing Navigation
Berkeley FFD Housing Nav	County	City of Berkeley	\$28,125	Housing Navigation
Mobile Showers/Laundry/Hygiene	State	HEAP	\$507,589	health and hygiene
Winter Shelter	City General Fund	GPF	\$154,480	emergency shelter
St. Mary's Center new funds	City General Fund	GPF	\$100,000	emergency shelter
Winter Shelter	County	General Fund	\$140,000	emergency shelter
Winter Shelter	County	AC-OCAP	\$20,000	emergency shelter
Crossroads Shelter Operations	Federal	CDBG	\$158,445	emergency shelter
Crossroads Shelter general	Federal	ESG	\$126,504	emergency shelter
Winter Shelter	Other (please specify)	City of Emeryville	\$15,000	emergency shelter
SVdP shelter	State	HEAP	\$1,049,788	emergency shelter
Youth shelter	State	HEAP	\$433,500	emergency shelter
Core Housing Resource Centers and Related Functions	County	Whole Person Care	\$495,265	Coordinated Entry Activities-
Community Cabins	State	HEAP	\$5,750,000	Community Cabins
SSI Advocacy in shelter	Federal	ESG	\$45,000	benefits advocacy
Admin	City General Fund	GPF	\$729,130	Administration
Cahoots research	City General Fund	GPF	\$40,000	Administration
City Admin	Federal	CDBG	\$735,786	Administration
City Admin	State	HEAP	\$165,340	Administration
Brown Bag Food distribution	City General Fund	GPF	\$100,000	food distribution

TOTAL

\$29,991,982

2. How resources are coordinated with overlapping jurisdictions

In addition to direct County resources given to the City of Oakland, there are many more investments from the County that more broadly support homeless services in Oakland. These include investments in affordable housing development that are allocated countywide, as well as Permanent Supportive Housing (PSH) programs such as Shelter plus Care. County behavioral health and substance abuse services also provide significant services to homeless individuals. All CoC funds administered by the City of Oakland are allocated through a local Countywide CoC NOFA process. In addition, all CES funds are allocated by the County in coordination with

Countywide CES efforts. The City of Oakland has several collaborative projects with the City of Emeryville, its neighbor directly to the north. These include collaboration on a Community Cabins site serving an encampment on the border of the two cities. The Family Front Door (FFD), is the family Coordinated Entry system for all cities in the northern part of the county (serving Oakland, Emeryville, Albany, Berkeley, Piedmont). This collaboration is largely led and funded by the City of Oakland (with additional funds from the Cities of Emeryville and Berkeley) and operated by two partner non profit agencies. A new family shelter, also serving literally homeless families in northern Alameda County, will open this spring in a temporary location in the City of Emeryville before eventually moving to a permanent location within Oakland. The City of Oakland also has several partnerships with the Oakland Housing Authority (OHA) which serve people experiencing homelessness.

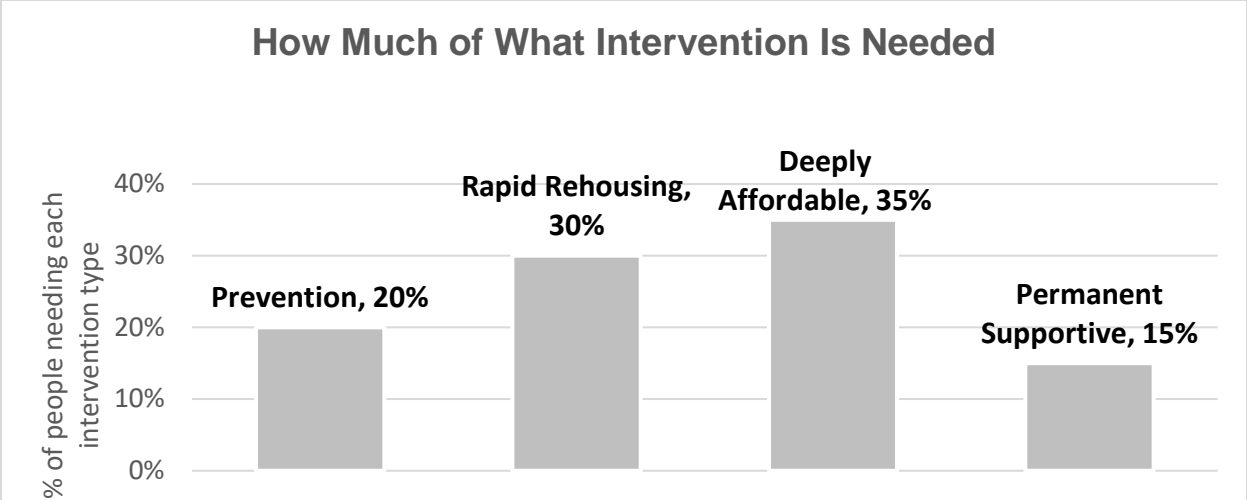
Starting in the spring of 2020, the City, County and OHA will all be meeting regularly through a pipeline committee to jointly discuss and collaborate on permanent affordable and preferment supportive housing development. As CA State SB 2 funds become available the City anticipates increased collaboration with these partners through the Pipeline Committee.

The RV trailers that were recently made available to the City of Oakland from the State is an example of collaboration in action between the City and County. In a very short timeframe, the two jurisdictions worked together to identify the best programmatic use of the RV's, worked jointly with providers to identify program models, and jointly agreed to fund the two programs.

3. Gaps in housing and homeless services for Oakland's jurisdiction

Despite the funding and collaboration addressed above, significant gaps in homeless and housing funding remain in Oakland and in Alameda County. The City of Oakland recently completed its 5 year strategic framework to address homelessness in Oakland (PATH Framework) which uses system modeling to identify how much of each type of intervention is needed within Oakland to address the current homeless crisis. Overlying all gaps in the system are the extreme disparities African American households experiencing homelessness in Oakland. Over 70 percent of individuals who are homeless in Oakland are African American, while they represent only 24 percent of the City's population.

The five-year framework is based on Oakland specific data analysis and system modeling that begins with the number of people homeless in Oakland in 2019. From that number the modeling estimates the number of people who could have had their homelessness prevented. And, of the remaining people, the model estimates the type and amount of interventions needed to end their homelessness. Twenty percent of people could have their homelessness prevented, thirty percent of people need a Rapid Rehousing intervention to end their homelessness, thirty-five percent of people need deeply affordable housing to end their homelessness and fifteen percent need deeply affordable housing coupled with intensive services to end their homelessness (see chart below)



Based on the system modeling, the true system gaps and strategies to address them were outlined in the framework and are summarized below. While the City of Oakland alone cannot afford the level of investment outlined in the framework, strategically engaging public and private partners will be critical to resolving the suffering so many Oaklanders are experiencing on the street.

Goal and primary strategies
<p>Racial Equity Evaluation and Capacity Building</p> <ul style="list-style-type: none"> • Evaluation of effectiveness of local programs with focus on disaggregating data by race and identifying what works for African Americans. • Capacity building for City and community partners to address racial bias and support staff of color moving into leadership roles.
<p>Fewer people become homeless</p> <ul style="list-style-type: none"> • Implement prevention programs targeted to people most at risk of homelessness • Strengthen anti-displacement efforts
<p>More people return to housing as quickly as possible</p> <ul style="list-style-type: none"> • Provide housing problem-solving support, including flexible financial help • Expand Rapid re-housing programs
<p>Maintain, Expand, and Improve crisis response beds</p> <ul style="list-style-type: none"> • Add 800 beds within the next 2 years • Maintain - ensure ongoing funding for existing and new crisis response beds • Reduce barriers to entry • Provide funding to help people exit to housing
<p>Expand supply of deeply affordable and supportive housing for Oakland’s most vulnerable residents</p> <ul style="list-style-type: none"> • Create at least 3,000 units of deeply affordable housing opportunities • Create at least 2,000 units of permanent supportive housing

<ul style="list-style-type: none"> • Use a mix of strategies that include construction of new or rehabilitated housing units, project-based and tenant-based rent subsidies (including shallow subsidies), prioritizing homeless people for available affordable housing • Landlord incentives and support for housing search & move-in costs for people using tenant-based subsidies
<p>Increasing and stabilizing income for people who have been homeless</p>
<ul style="list-style-type: none"> • Create low barrier work opportunities • Support access to job training and education • Embed employment specialists in programs that serve homeless people
<p>Address impacts of unsheltered homelessness</p>
<ul style="list-style-type: none"> • Augment health and hygiene services to encampments

B. HHAP funding Plan

B1.Explain in detail how the jurisdiction will use the HHAP funds, how this will complement existing funds to close gaps in housing and homeless services

The City’s proposed HHAP funding plan is aligned with short term policy priorities recently adopted by the Oakland City Council. This includes:

- Preserving existing capacity of homeless prevention, crisis response beds/spaces, and street based health and hygiene interventions
- Improving the efficiency of existing beds to be housing focused – adding exit resources (both subsidies and services)
- Improving program evaluation, data analysis, and agency capacity building with a focus on racial equity

Specifically, the HHAP budget proposes the following investments:

Crisis Response Beds/Spaces

Shelter:

- Single Adult Shelter - HHAP funding will allow the City to maintain another year of funding for the St. Vincent de Paul shelter, a 100 bed shelter for single homeless adults. Previously a winter shelter, this program expanded to year round services in the fall of 2019 using HEAP funds.
- Family Shelter- The City of Oakland is opening a new, 60 bed (20-25 family) family shelter in the spring of 2020. This shelter will serve homeless families from throughout northern Alameda County. Funding for this shelter is identified through part of FY 20/21 and HHAP funding will allow the program to be fully funded in both FY 20/21 and FY 21/22.

Community Cabins:

HHAP funding will allow the City to maintain services and operations at 5 Community Cabins sites which were opened using State HEAP funds. Community Cabins are a geographically based intervention designed to reduce the impact of a large encampment on both unsheltered and housed residents. Sites are selected based on proximity to large street encampments. Each site typically has 20 two-person cabins, with a goal of serving 80 residents a year (40 for 6 months each). Cabins are fully insulated with double-paned windows and locking doors. They have

interior and exterior lights and offer enough electricity to charge mobile phones. Participants may bring their pets, possessions, and partners. The program is extremely low barrier and 100% voluntary. All sites are managed by service providers who are on the premises 24-7. Housing navigators help residents work toward self-sufficiency and housing exits, utilizing a budget of flexible rapid rehousing funds. Sites have controlled entry, portable toilets, overnight security guard, two hot meals a day, a common area with TV, coffee and microwave, dog run, pet food, and shower truck visits weekly.

Safe RV Parking:

HHAP funding will allow the City to maintain existing RV Safe Parking sites and expand to operate a total of 4 RV safe parking interventions in the City of Oakland. Safe RV parking sites are outdoor parking lots which accommodate anywhere from 17-60 RVs depending on the lot size. The safe RV Parking model is focused on increasing people's health, stability, dignity, and safety. The intervention addresses the significant safety and sanitation impacts to both RV dwellers *and* their sheltered neighbors. The program is 100% voluntary, and people can come and go 24/7. The sites are designed to be extremely low barrier, with minimal rules designed to maintain a healthy and safe community. The sites include: porta-potties, handwashing stations, garbage service, on-site shower service weekly, 24/7 site security, low voltage electricity to each RV, and drinking water.

Co-Governed Encampment

HHAP funds will be used to pilot an intervention model where unsheltered residents come to an agreement about how they will live together in a community setting of an encampment. This includes, but is not limited to, selecting site leadership, determining eligibility for participation, developing community expectations for behaviors and for staffing/running the site, holding each other accountable for the agreed upon expectations, and maintaining the health and safety of the community residents. A backbone agency (non profit/community based agency) will work alongside residents to support the residents in the design, leadership and operations of the site. The backbone agency will be the contracting entity with the City and holds ultimate accountability for ensuring the safety and security of the site.

Exit Resources For Existing Crisis Response Beds

HHAP funds will be used to increase the effectiveness of existing beds, improving outcomes to permanent housing and allowing the beds to turn over more quickly and serve more people over the course of a year. These resources, primarily flexible housing funds and supportive services support before and after exit, will be available to a variety of the City's crisis response beds/spaces including emergency shelter, community cabins, and safe parking interventions.

Employment

The City's Five Year Framework calls for the City to invest in three strategies for employment related to ending a person's homelessness. HHAP funds will be used to pilot interventions in some or all of these areas. These include:

- Low barrier work opportunities, for people re-entering the workforce
- Adding employment specialist positions in core homeless services/ prevention services programs (to allow people to obtain and maintain their housing)
- Flexible funding pool to support career track training and employment programs

Equity Focused Evaluation/Capacity Building

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

Health and Hygiene Interventions

Since March 2017, the City of Oakland has provided street based health and hygiene interventions at encampments around the City. Interventions include a package of services to improve health and hygiene of residents. It usually includes portable toilets, wash stations, mobile showers, and regular garbage pickup. Drinking water may also be included. Using HEAP funds, the City expanded this intervention in the fall of 2018 and added more sites and a janitorial leadership component to the intervention. The Human Services Department supports site janitorial stipends to individuals involved in maintaining and cleaning the portable toilets at some of the sites. The City is proposing to use HHAP funds to maintain these efforts that were previously funded with HEAP dollars.

Direct Outreach Worker (City Staff)

The City is proposing to use HHAP funding to maintain a new City position created with State HEAP funds. This new position works directly for the City's Human Services Department and provides street based, direct service work in support of the City's encampment management policies. Rather than focusing on work with *individuals* experiencing homelessness, the position works with *entire encampments* to increase the health and safety of individuals there.

Youth Set Aside

The City, in partnership with the County, CoC, and other youth specific stakeholders will engage in a planning process to determine the best use of the youth set aside funds. The City has had initial meetings with both the County and the CoC to discuss collaborating on the planning and implementation of projects using all three jurisdictions youth set aside funding. Such projects might utilize a portion of all jurisdiction's HHAP allocations, as well as leveraging other funds. The County's Youth Action Board (YAB) recommendations will provide a starting point for the planning work and the input of the YAB and/or other youth stakeholders will be an integral part of the planning and implementation of projects. Recently the City and County committed to working together to fund and stand up a 30 bed Transitional Age Youth (TAY) shelter program using some of the RV trailers made available to the City of Oakland from the State. While funding details are still being finalized, both jurisdictions have committed to using their HHAP youth set aside funds as needed, to close any funding gaps in this program model.

B2. How will you ensure that HHAP funded projects will align with Housing First

For many years, the City of Oakland has prioritized funding programs that adhere to a housing first model. All HHAP funded activities and programs will be aligned with Housing First principles. For example, HHAP funding will be used for emergency shelter, Community Cabins and Safe

Parking programs which are all extremely low barrier for entry and accept clients without preconditions including those with active substance use, criminal backgrounds, lack of income, and those who are experiencing mental health symptoms. Through the program development, contracting, and monitoring processes, the City will ensure that all its HHAP funded programs employ a housing first model and that low-barrier standards are adhered to by all service providers.

4. Partners Addressing Homelessness-

Describe in detail the collaborative partners who will be working on HHAP identified projects

The City of Oakland will partner with the following organizations to address the homelessness crisis on identified HHAP projects:

- **Saint Vincent de Paul (SVDP)** will manage and operate an emergency shelter that can accommodate up to 100 individuals per night and offers meals, showers, storage and laundry service during the day to the community at large.
- **Building Futures Women and Children (BFWC)** provide rapid re-housing and housing resource center support services to literally homeless families.
- **East Oakland Community Project (EOCP)** will manage and operate an emergency shelter that can accommodate up to 20-25 families per night and offers meals, showers, storage and laundry service during the day to the community at large.
- **Bay Area Community Services (BACS)**, in collaboration with **Keep Oakland Housed (KOH)**, manages the City's prevention efforts and provides legal representation, emergency financial assistance, and supportive services to residents at risk of losing their housing.
- **Housing Consortium of the East Bay (HCEB)** will manage and operate a Community Cabins site (navigation center) that can accommodate up to 40 individuals at a time, offering housing navigation services and linkages to critical services. HCEB will also manage and operate two Safe Parking sites for Recreational Vehicles that will provide 24-hour security, electricity, drinking water, portable toilets, wash stations, and referrals to critical services.
- **Operation Dignity** will manage and operate a 2 Community Cabin (navigation center) sites. One that can accommodate up to 76 individuals at a time and another that serves up to 40 individuals at a time. This agency also manages 17 safe spaces for people residing in Recreational Vehicles to park.
- **Roots Community Health Center** will manage and operate two navigation centers, each accommodating up to 40 individuals at a time, offering housing navigation services and linkages to critical services.
- **Building Opportunities for Self Sufficiency (BOSS)** will manage and operate a Safe Parking Program for Recreational Vehicles, accommodating up to 100 vehicles at one time. The site will provide 24-hour security, electricity, drinking water, and referrals to critical services.
- **Dignity on Wheels** will provide mobile shower and laundry service to curbside encampments and designated locations throughout the City in 4-hour sessions.
- The City will also partner with **United Services** to provide portable toilets and mobile wash stations at 22 curbside encampments.

- **Covenant House, CA** will management operate a 30 bed Transitional Age Youth Shelter using 6 of the trailer RV's that were given to the City of Oakland by the State.

Barriers that the City of Oakland currently experiences with regard to partnerships center on capacity issues of existing service providers. Many service providers are operating at maximum capacity and experience staffing issues given the volume of work. The City plans to provide Technical Assistance to new and existing service providers to 1) increase the number of service providers working with the City on the issue of homelessness and 2) assist existing providers to implement organizational changes focused on increasing organizational capacity and improving client outcomes.

Partners for youth efforts, co-governed encampments, and employment programs have not been identified yet. In an effort to identify collaborative partners, the City of Oakland's Human Services Department released a Request for Qualifications (RFQ) for Homelessness Services in 2019 and continues to accept submissions on a rolling basis. There are five service categories, which include:

- Operation of an Emergency Shelter, Navigation Center or Safe Parking Program including site management and/or housing navigation services
- Storage for Unsheltered Residents
- Workforce Development for individuals currently homeless or recently housed
- Hygiene Interventions to increase health and wellness of unsheltered individuals
- Training and technical assistance for City staff and service providers to deliver high-quality homeless services
- Street Outreach Services

5. Solutions to Address Homelessness

Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction. *Please note: Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.*

The City's proposed HHAP funding is part of a larger set of expanded resources that will impact people experiencing homelessness in Oakland in FY 20/21. Together, these funds will maintain, improve and expand the City's current homeless services. Based on the entirety of Oakland's homeless response system, the City expects to achieve the following goals in FY20/21:

- By June 2021, double our total permanent housing exits over FY 2019-2020 levels (from 880 housing exits in FY 19/20 to over 1700 housing exits in FY 20/21).
- By June 2021, increase family housing permanent housing exits by 50%, over FY 2019-2020 levels (from 126 family housing exits in FY 19/20 to approximately 185 family housing exits in FY 20/21).

PATH Framework- Increasing Income Section

GOAL	Increasing and Stabilizing Income: People have the incomes they need to avoid entering or returning to homelessness		
STRATEGY	<ul style="list-style-type: none"> • Low barrier work opportunities, for people re-entering the workforce • Add employment specialist positions in core homeless services/ prevention services programs • Flexible funding pool to support career track training and employment programs • Benefits advocacy to obtain SSI or other income for which they are eligible 		
OUTCOMES	<p>Increased Income leads to increased housing stability</p> <ul style="list-style-type: none"> • 100 unsheltered individuals per year participate in a low barrier work opportunity and training program • 350 households per year are assisted to maintain their housing through obtaining and/or increasing their employment income including through accessing flexible education/training funds • 200 households per year are assisted with obtaining or maintaining benefits 		
EQUITY IMPACTS	Track data to ensure that African American clients are receiving employment/ benefits services and successfully increasing their incomes at rates that are proportional to their representation in the homeless population		
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	INVESTMENTS		<ul style="list-style-type: none"> ➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
Create low barrier work opportunities for people who are currently unsheltered <ul style="list-style-type: none"> ✓ Ensure that programs offer support for development of work-related skills and provide services to address employment barriers, in conjunction with work opportunities. ✓ Ensure that low barrier work opportunities have built in pathways to real employment opportunities (Ex: linkages with public works or other city departments) 	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	<ul style="list-style-type: none"> ✚ In collaboration with Workforce Development Department leverage investments from the business community (ex: Business Improvement Districts funding beautification work targeting their district)
Increase co-location and collaboration between providers of homeless assistance and employment programs and services. <ul style="list-style-type: none"> ○ Add at least 6 employment specialist positions in core homeless services/ prevention services programs, 		\$1.8 million per year to support employment specialists, and 100 placements in programs that offer training and employment services for career track opportunities	<ul style="list-style-type: none"> ▪ Explore addition of homelessness as a priority population for existing workforce dollars to serve people who are homeless, at risk of homelessness, or recently housed after experiencing homelessness

PATH Framework- Increasing Income Section

<ul style="list-style-type: none"> ✓ Link employment services and supports to rapid re-housing to help people increase incomes enough to pay rent ✓ Identify and facilitate connections with employment programs that have demonstrated effectiveness for people who have significant barriers to employment opportunities. ✓ Identify and reduce barriers to participation of homeless individuals in mainstream workforce programming. ○ Match small business owners who want to address homelessness with job seekers who are homeless or formerly homeless 			<ul style="list-style-type: none"> ▪ Align RFP's across City Workforce programs and Human Services homeless programs to support the dual goals of housing and employment outcomes.
<p>Ensure that homeless people are connected to mainstream benefits programs for which they are eligible.</p> <ul style="list-style-type: none"> ✓ Expand benefits advocacy services with experienced professionals to provide effective documentation of disability and legal advocacy services as needed to support applications and appeals (e.g. for SSI or veterans benefits) 	<p>\$45,000 annual contract for benefits advocacy services for 25 individuals in Crossroads shelter</p>	<p>Increase funding to \$350,000 to provide for benefits advocacy services for an additional 175 people</p>	

PATH Framework-Prevention Section

GOAL	Reduce rate of new people becoming homeless from more than 300 people per month to fewer than 150 people per month¹		
STRATEGY	Target prevention programs to those who are most at risk of homelessness Strengthen housing problem solving (including flexible housing funds and supportive services) Focus on culturally-specific prevention providers Increase access to employment programs designed to stabilize income and keep people housed		
OUTCOMES	<ul style="list-style-type: none"> • 700 households provided with targeted homeless prevention each year; 3500 households provided with targeted prevention over 5 years • Reduce rate of new households becoming homeless by at least 50% from 2019 levels in 5 years (by 2024) - from more than 300 people per month to fewer than 150 people per month² 		
EQUITY IMPACTS	<ul style="list-style-type: none"> • Helps to address disproportionate rates of homelessness among people of color • Increased impact by • Track data to ensure that African American households are receiving prevention assistance at rates that are proportional to their representation in the homeless population • Proportional reduction in rates of African American households returning to homelessness 		
INPUTS	INVESTMENTS		COLLABORATION OPPORTUNITIES
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	<ul style="list-style-type: none"> ➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
Design prevention programs to assist those most at risk of becoming homeless <ul style="list-style-type: none"> ✓ Use evidence-based screening tools to identify people most at risk of becoming homeless and prioritize resources to address critical needs. ✓ Use racially disaggregated data (qualitative and quantitative) to target assistance to populations most at risk of homelessness or of returning to homelessness (i.e. people who exit to friends and family) 	No current initiatives in Oakland that focus exclusively on people most likely to become homeless		Prioritize those most at risk of homelessness for most prevention funding: Recommend City policy directive that all new prevention/anti displacement funding above current levels be used for targeted homeless prevention <ul style="list-style-type: none"> ✚ Engage partners in public and private sectors to launch a countywide outreach and education campaign to ensure landlords are aware of resources for their tenants

¹ Based on PIT count survey estimates

² Based on PIT count survey estimates


PATH Framework-Prevention Section

<ul style="list-style-type: none"> ✓ Collaborate with systems where African Americans are disproportionately involved/ impacted to prevent homelessness (e.g. when people leave criminal justice or foster care systems) ✓ Eliminate barriers to receiving assistance such as requirements to have a lease, income, good credit. ✓ Use data to identify and address racial disparities in the rates at which people are becoming homeless 			
<p>Offer flexible financial assistance to help people stay in housing</p> <ul style="list-style-type: none"> ✓ Add resources to support robust housing problem solving throughout homeless system for people at risk of homelessness as well as people recently homeless (see goal on returning to housing) ○ Support engagement with community based and faith based organizations that have roots in communities whose members are disproportionately at risk of homelessness, to strengthen their capacity to respond effectively when people are experiencing a housing crisis. 	<p>\$12 million over 3 years in private funding for Keep Oakland Housed -legal services, financial assistance, small amount of supportive services. Funding ends in FY 20/21.</p> <p>City, County, and private partners are funding anti-displacement efforts that include legal services and financial assistance for low-income renters and home-owners, but these programs are not aligned with one another and may not prioritize or offer enough assistance for people who are most at</p>	<p>\$2.5 million / year for prevention assistance to 600-700 households (average \$3,500 - \$4,000 per household) who are the most likely to become homeless</p>	<ul style="list-style-type: none"> ✚ Work with public and private funding partners to develop new funding that is integrated with other anti-displacement/prevention efforts and targeted to those most likely to become homeless ✚ Align existing anti-displacement programs that offer legal and financial assistance, and identify opportunities to strengthen the capacity of these programs to serve people most at risk of homelessness, including (for example): <ul style="list-style-type: none"> ○ Adding or strengthening supportive services to address barriers to housing stability ○ Increasing the amount or allowable uses of financial assistance, to help people keep their housing or make alternate housing arrangements if they have to move out, instead of becoming homeless ○ Prioritizing people who are most at risk of experiencing homelessness, and expanding outreach and linkages with community partners to increase awareness and to make assistance more readily available to people in demographic groups that are disproportionately experiencing homelessness

PATH Framework-Prevention Section

<ul style="list-style-type: none"> ○ Track homelessness prevention efforts through HMIS 	<p>risk of experiencing homelessness</p>		<ul style="list-style-type: none"> ✚ Formalize partnerships with systems that have contact with households at risk of homelessness to ensure connection to housing problem solving and targeted prevention funds and services (i.e. school district, unemployment offices, health care settings, faith based community)
<p>Help people who are at risk of homelessness increase incomes through linkage with employment programs</p> <p>Ensure that homeless people are connected to mainstream benefits programs for which they are eligible.</p>	<p>Connection to mainstream benefits currently provided through existing case management in homeless services system</p>		<p>(see goal on Increasing and Stabilizing Income)</p>
<p>Add case managers to senior centers to provide targeted assistance to low-income seniors who are at risk of losing their housing.</p>			<ul style="list-style-type: none"> ✚ Collaborate with Alameda County to obtain matching federal funds through Medicaid reimbursement for city-funded case management services for seniors at risk of homelessness

PATH Framework-Prevention Section

<p>Help low-income homeowners keep their housing</p> <ul style="list-style-type: none">○ Preserve home ownership for low income home owners and their heirs with a focus on census tracts correlated with displacement○ Provide legal services to help extremely low income people to avoid probate, so that family members don't become homeless upon the death of property owner○ Assist low income homeowners with deferred maintenance costs. Explore expedited permitting process to assist them and their heirs to maintain ownership of the property○ Encourage home sharing as a way to preserve housing among low income homeowner and increase available housing stock- with a specific focus on census tracts identified to have a high correlation with displacement.○ Provide financial assistance and explore expedited permitting process for low income homeowners to repair/upgrade their home for home sharing (ex: addition of second bathroom for a tenant)	<p>To Be Determined</p>	<p> Work with current funding for legal eviction prevention services to expand to include estate planning for low-income homeowners and their families</p>
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HEAP/HHAP PROGRAM FUNDING FY 2020-2021

Provider	Grant/Professional Services Agreement (PSA)	Current Grant /PSA Term	HEAP	HHAP	Total
Covenant House CA	Capital Expansion	7/1/20-6/30/20	\$433,500		\$433,500.00
Roots Community Health Center	Miller Community Cabins Grant	1/1/2020-6/30/2021	\$800,000	\$400,000	\$1,200,000.00
Roots Community Health Center	Miller Community Cabins PSA	1/1/2020-6/30/2021	\$50,000	\$25,000	\$75,000.00
Roots Community Health Center	Oak St Community Cabins Grant	1/20/2020-6/30/2021	\$446,439	\$753,561	\$1,200,000.00
Roots Community Health Center	Oak St Community Cabins PSA	1/20/2020-6/30/21	\$50,000	\$25,000	\$75,000.00
Housing Consortium of the East Bay	Lake Merritt Community Cabins Grant	6/1/2020-6/30/2021		\$875,000	\$875,000
Housing Consortium of the East Bay	Lake Merritt Community Cabins PSA	6/1/2020 - 6/30/2021		\$55,000	\$55,000.00
Housing Consortium of the East Bay	71 st Ave Safe Parking PSA	5/1/2020 - 6/30/2021		\$700,000	\$700,000
Housing Consortium of the East Bay	3801 E. 8 th St PSA (aka High St. Safe Parking)	2/1/2020 - 6/30/2021		\$850,000	\$850,000
Operation Dignity	Northgate Community Cabins Grant	7/1/2020-6/30/2021		\$800,000	\$800,000
Operation Dignity	Northgate Community Cabins PSA	7/1/2020-6/30/2021		\$50,000	\$50,000.00
Operation Dignity	Mandela Community Cabins Grant	5/1/2020-6/30/2021		\$,1867,000	\$1,867,000
Operation Dignity	Mandela Community Cabins PSA	5/1/2020-6/30/2021		\$60,000	\$60,000.00

Saint Vincent de Paul	Emergency Shelter Grant	7/1/2020-6/30/2021		\$1,200,000	\$1,200,000
EOCP	Family Shelter	7/1/20-6/30/21		\$2,250,000	\$2,250,000