



2018 AUG 30 PM 2:32

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Additional Community Cabin Sites

DATE: August 20, 2018

City Administrator Approval

Date:

8/29/18

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution:

1. Authorizing The City Administrator To Enter Into A Grant Agreement With Housing Consortium Of The East Bay (HCEB) To Provide Housing Navigation And Site Management Services At Community Cabins Sites In An Amount Up To \$457,384; And
2. Amending Resolution Nos. 87312 And 86956 C.M.S., Which Authorized Agreements With Service Providers For Services At Community Cabin Sites, To Authorize The City Administrator To Reallocate Funds For The Agreement With HCEB; And
3. Authorizing Amendments To The Grant Agreement With HCEB To Further Increase The Grant Amount For Additional Community Cabins Site Services And Efforts Without Returning To Council Contingent Upon Availability Of Funding.

EXECUTIVE SUMMARY

Adoption of the proposed resolution will authorize the City Administrator to reallocate Alameda County Immediate Impact grant funds and City General Purpose Safe Haven funds to expand the City's Community Cabins sites. The proposed resolution would also allow the City Administrator to enter into an agreement with Housing Consortium of the East Bay (HCEB) to provide a Community Cabin program at an additional site and authorizes an amendment to the grant agreement with HCEB to increase the amount if additional funding becomes available.

BACKGROUND/LEGISLATIVE HISTORY

The Community Cabin interventions began in December 2017 and currently include two sites. The proposed resolution would facilitate the creation of a third Community Cabin site to

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specifically serve people who are homeless in the Lake Merritt area. An extensive history of previous council reports addressing this and other homeless encampment interventions was included in a Human Services Resolution and Report to the City Council on July 24, 2018 titled Alameda County Immediate Impact Grant (**Attachment A**).

ANALYSIS AND POLICY ALTERNATIVES

The Point-in-Time Homeless Count and Survey (January 2017) estimates that there are 2,761 homeless persons in Oakland on any given day of whom 1,902 are unsheltered. The number of people experiencing homelessness in Oakland has increased 20 percent while the number of people experiencing unsheltered homelessness has increased 27 percent since the 2015 count. Housing affordable for people at the 0 – 20% of area median income (AMI), coupled with supportive services offered to those who need them continues to be the solution to homelessness in Oakland. However, the need to provide interim interventions to people while they are unsheltered is critical in meeting people's basic needs.

In December 2017, the City of Oakland provided grant funding to open the first of two Community Cabins Sites at Castro and 6th Street, known as Castro Community Cabins (CCC), which is slated for closure at the end of March 2019. The second site at Northgate and 27th Street, known as Northgate Community Cabins (NCC), opened in May 2018.

The third Community Cabin site, Lake Merritt Community Cabins (LMCC), will focus on serving people who are homeless around Lake Merritt. This area has experienced an increase in homeless encampments over the last six months. A census is being conducted in late August 2018, however, unofficial estimates suggest the number of unhoused campers at the lake could be as high as 50 persons.

To support the successful expansion of the Community Cabins Programs staff recommends authority to allocate funds and enter into an agreement with Housing Consortium of the East Bay (HCEB) for the provision of a Community Cabin program which will include services including site management and housing navigation services at a third Community Cabins Site projected to open Fall 2018 and to serve people who are homeless around Lake Merritt.

If this resolution is not adopted by the City Council the third Community Cabin intervention will not open.

FISCAL IMPACT

Approval of the resolution authorizes the City Administrator to enter into an agreement with Housing Consortium of the East Bay (HCEB) in an amount up to \$457,384 using existing Alameda County grant funds and City General Purpose Funds to support expanding the Community Cabins program with a third site.

Funding will be allocated accordingly from these following sources:

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Unsheltered Services Funding					
Fund	Organization	Account	Project	Source	Amount
2160 Alameda County	78411 Community Housing Services	54912 Third Party Contract	1004343 Alameda County Immediate Impact FY21	Alameda County Immediate Impact Grant ⁽¹⁾	\$238,095
1010 General Purpose Fund	78411 Community Housing Services	54912 Services: Misc Contract	1003811 GPF Safe Haven 17- 19	City of Oakland General Purpose Fund	\$219,289
TOTAL					\$457,384
⁽¹⁾ These funds will be available upon executed grant agreement with County and thereafter budget appropriation					

Funding for this site will be available by amending Resolutions No. 87312 C.M.S. and 86956 C.M.S. that previously authorized allocation of the funds above. The City Council authorized in Resolution No. 87312 C.M.S. allocation of up to \$555,000 of Alameda County Immediate Impact Grant funds for services at Community Cabin Programs, and \$238,095 will be reallocated to fund the agreement with HCEB to operate an additional site. The amendment to Resolution No. 87312 C.M.S. will realign Alameda County Immediate Impact Grant funding accordingly:

Grantee	Amount
Operation Dignity	\$316,905
HCEB	\$238,095
TOTAL	\$555,000

Similarly, Resolution No. 86956 C.M.S provided authorization to fund grant agreements with Bay Area Community Services (BACS) and Operation Dignity for services at Community Cabins with General Purpose Funds in the amount of \$450,000 allocated for Save Havens in the FY18/19 Adopted Budget. The proposed resolution reallocates \$219,289 to fund the agreement with HCEB. The amendment to Resolution No. 86956 C.M.S. will realign General Purpose Funds accordingly:

Grantee	Amount
Operation Dignity	\$230,711
HCEB	\$219,289
TOTAL	\$450,000

This resolution will also authorize the City Administrator to amend the grant agreement with HCEB to increase the grant amount for services to the Community Cabins Program sites if additional funds become available without returning to Council.

Additionally, the City expects to receive an estimated amount of \$8,600,000 through the

State of California Homeless Emergency Assistance Program (HEAP) RFP later in the fall which would provide capacity to expand the grant agreement. HEAP funds are State monies for the purpose of serving unsheltered residents. A portion of these funds will be allocated to expand the Community Cabins sites, a known successful intervention focused on increasing people's health, stability, safety, and intensively working to ending their unsheltered status. Staff will be returning to Council for authorization of a comprehensive spending plan for these State funds.

PUBLIC OUTREACH/INTEREST

This report did not require public outreach other than the posting on the City's website.

COORDINATION

Coordination on the proposed report and resolution has occurred between the Human Services Department, Office of the City Attorney, Budget Bureau, and the City Administrator's Office.

PAST PERFORMANCE

Community Cabins

The City's first Community Cabin site opened in December 2017 at Castro and 6th Street. The second site at 27th and Northgate opened in May 2018.

Collectively the two sites have served 115 people thus far.

- 41 people have ended their unsheltered status (left for permanent or interim housing, reunification with friends or family)
- 23 people became employed while residing at a Community Cabins site
- 45 people have been connected with a regular medical health home
- 22 people have begun receiving mainstream benefits (GA, food stamps, SSI)
- 34 people were assisted in getting their California ID

SUSTAINABLE OPPORTUNITIES

Economic: As noted in the report, all funds identified in this report are for the purpose of providing services and to the unsheltered homeless residents of Oakland.

Environmental: The provision of a Safe Haven Outdoor Navigation Center, motel vouchers and health and hygiene services are intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.


ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution:

1. Authorizing The City Administrator To Enter Into A Grant Agreement With Housing Consortium Of The East Bay (HCEB) To Provide Housing Navigation And Site Management Services At Community Cabins Sites In An Amount Up To \$457,384; And
2. Amending Resolution Nos. 87312 And 86956 C.M.S., Which Authorized Agreements With Service Providers For Services At Community Cabin Sites, To Authorize The City Administrator To Reallocate Funds For The Agreement With HCEB; And
3. Authorizing Amendments To The Grant Agreement With HCEB To Further Increase The Grant Amount For Additional Community Cabins Site Services And Efforts Without Returning To Council Contingent Upon Availability Of Funding.

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services Manager, at 510-238-6187.

Respectfully submitted,


SARA BEDFORD
Director, Human Services Department

Reviewed by: Lara Tannenbaum, Manager,
Community Housing Services Division

Prepared by: Talia Rubin, Program Analyst II

Attachments (1):

Attachment A: Alameda County Immediate Impact Grant

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Life Enrichment Committee
September 11, 2018



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2018 JUL -5 PM 5: 22 **AGENDA REPORT**

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Alameda County Immediate Impact
Grant

DATE: June 18, 2018

City Administrator Approval

Date:

7/5/18

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:

- 1. Accept And Appropriate Up To \$633,320 From Alameda County In Immediate Impact Grant Funds For Services At Community Cabins Sites, Emergency Health And Hygiene Interventions, And Motel Vouchers For Unsheltered Families, For The Period Of April 17, 2018 Through April 30, 2021; And**
- 2. Amend The Grant Agreements With Service Providers To Extend The Grant Term For Fiscal Year (FY) 2019-2020 And FY 2020-2021 And Increase The Grant Amounts For Services At The Community Cabin Sites And To Provide Motel Vouchers; And**
- 3. Accept And Appropriate Additional Grant Funds For Services At Community Cabins Sites, Emergency Health And Hygiene Interventions, And Motel Vouchers For Unsheltered Families That May Become Available From Alameda County Without Returning To Council Within The Duration Of The Grant Term Of April 17, 2018 Through April 30 2021; And**
- 4. Allocate Up To \$254,382 In Previously Appropriated General Purpose Funds For Use At Community Cabin Sites.**

EXECUTIVE SUMMARY

Adoption of the proposed resolution would allow the City Administrator to accept and allocate Alameda County (hereinafter "County") set aside funds, known as the Immediate Impact grant funds, to expand the City's existing interventions of health and hygiene services at encampments, services at Community Cabin sites, and motel vouchers for unsheltered families.

The resolution would allow the City Administrator to enter into an agreement with the County to accept funds in the amount of \$633,320 for the period of April 17, 2018 through April 30, 2021 to

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be used for services and operations at Community Cabin sites, for additional encampment sites to be served by health and hygiene interventions, and for motel vouchers for unsheltered families, and authorize appropriation of said funds.

The proposed resolution authorizes the City Administrator to amend existing grant agreements with service providers for the purposes stated above, in FY 2018-19, FY 2019-20 and FY 2020-21.

The proposed resolution also authorizes the City Administrator to accept and appropriate additional Immediate Impact grant funds from the Alameda County within the duration of the grant term of April 17, 2018 through April 30, 2021 without returning to Council to be used for these purposes in FY 2018-19, FY 2019-20 and FY 2020-21 and further amend the grant agreements with the service providers.

Finally, the proposed resolution would authorize the City Administrator to allocate general fund dollars that were already appropriated for homeless services.

BACKGROUND/LEGISLATIVE HISTORY

In January 2018 the City applied for and was awarded funding from Alameda County for an Immediate Impact grant to address unsheltered homelessness in Oakland. The three services funded under this grant, Community Cabins (referred to as Safe Haven Outdoor Navigation Centers in previous reports), health and hygiene interventions at encampments, and motel vouchers for unsheltered families, provide ongoing support to the City's current efforts to address unsheltered homelessness. Below is a list of titled reports previously presented to the City Council:

- On November 15, 2016, an informational report "Homeless Encampments/ Compassionate Communities" was presented to and accepted by City Council (**Attachment A**).
- On October 24, 2016, a report and recommendation titled "Grant Agreements with Non-Profit Organizations To Administer Safe Haven Outdoor Navigation Centers" passed by the City Council to authorize the City Administrator to enter into grant agreements with service providers for the services and operations of the first Safe Haven site. (**Attachment B**).
- On May 23, 2017, a supplemental report titled "Funding Recommendations To Address Homelessness In Oakland" (**Attachment C**) was presented to the City Council further outlining the Safe Haven Outdoor Navigation Center model. As part of this report, the Safe Haven Outdoor Navigation Center Program was funded.
- On September 26, 2017, an informational report titled "Report on Serving the Unsheltered Residents of Oakland" was presented to City Council (**Attachment D**).

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ANALYSIS AND POLICY ALTERNATIVES

The Point-in-Time Homeless Count and Survey (January 2017) estimates that there are 2,761 homeless persons in Oakland on any given day of whom 1,902 are unsheltered. The number of people experiencing homelessness in Oakland has increased 20 percent while the number of people experiencing unsheltered homelessness has increased 27 percent since the 2015 count. Housing affordable for people at the 0 – 20% of area median income (AMI), coupled with supportive services offered to those who need them continues to be the solution to homelessness in Oakland. However, the need to provide interim interventions to people while they are unsheltered is critical in meeting people's basic needs.

The County has set aside Immediate Impact Funding for the express purpose of serving unsheltered residents throughout the County. The City of Oakland's allocation of these funds are to sustain and expand interventions that staff already know are successful in increasing people's health and stability while on the streets.

In November 2017, the City Council passed Resolution No. 86956 C.M.S. which authorized the City Administrator to enter into and amend Grant Agreements with Bay Area Community Services ("BACS"), and Operation Dignity ("OD") to provide services to the Outdoor Navigation Centers/Safe Haven) programs in FY 2017-18 and FY 2018-19. In addition, Resolution No. 86956 C.M.S. gave authority to accept and appropriate any additional funds or donations for the Community Cabins programs without returning to Council through FY 2018-2019. In April 2018, the City Administrator accepted funds from other sources to support the community cabin sites, including \$515,000 from Kaiser, and amended the contract with BACS to increase the grant amount and provide additional services. The Alameda County funds which staff is recommending City Council to accept and appropriate in an amount up to \$633,320 will extend the term of the grant agreements through FY 2020-2021 and therefore require additional Council authority.

In the of City of Oakland there are approximately 35 families living in their vehicles. To support these, and other literally homeless families, the City of Oakland coordinates and funds The Family Front Door (FFD) Coordinated Entry System. The FFD is operated by two grantee agencies, East Oakland Community Project (EOCP) and Building Futures for Women and Children (BFWC) by providing street based outreach, housing navigation services, transitional housing programs, and emergency shelter when available. Currently, there is no funding allocated to Hotel/Motel. the capacity to provide emergency Hotel/Motel vouchers for particularly vulnerable families for short stays to bridge their unsheltered status until emergency shelter becomes available is especially important for the safety and security of those households.

For over a year, the City of Oakland has provided Health and Safety interventions at encampment sites around the City. Health and Safety Interventions include port-a-potties, wash-stations, garbage carts with regular service, and K-Rails (barriers) for safety when needed. There are currently 15-garbage removal sites being serviced weekly and 11-sidewalk port-a-potties sites.

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As a result of these interventions, encampment sites are known to experience:

- Significant reduction in incidence of illegal dumping and garbage build up within & surrounding the site.
- Significant reduction in the incidence of hazardous health conditions for the housed community and unsheltered residents within & surrounding the site (human waste debris, syringes, etc.)
- Increased engagement in services with outreach, health, and case management providers.
- Increased safety from vehicles.

The allocation of \$53,320 towards an existing contract with United Site Services for health and hygiene interventions will provide for an additional 5- Health and Safety Intervention sites in FY 2018-19, FY 2019-20, and FY 2020-21, or until funds are exhausted.

City Council authorized spending of \$300,000 in the FY 2017-2018 adopted budget for homeless services, subject to Council approval. The funds were appropriated in the General-Purpose Fund to the Community Housing Services Organization. In April 2018 City Council passed Resolution No. 87614 C.M.S. which allocated up to \$50,000 of the fund to support an eight-week extension of the Winter Shelter. Staff recommends authority to allocate the remaining portion of these funds in an amount up to \$254,382 for the operation of the Community Cabins programs.

FISCAL IMPACT

Approval of the resolution authorizes the City Administrator to enter into an agreement with Alameda County to accept and appropriate \$633,320 of Immediate Impact grant funds to expand the City's existing interventions of health and hygiene services at encampments, services at Community Cabin sites, and motel vouchers for unsheltered families.

Additionally, as part of the FY 2017-2019 Adopted Budget, one-time funding of \$300,000 was appropriated in FY 2017-2018 towards additional spending for services for the homeless to be determined by the City Administrator and the Human Services Department subject to Council approval. Of this, \$45,618 was allocated to Saint Vincent De Paul to extend the winter shelter through June 30, 2018 pursuant to Resolution No. 87164 C.M.S. The remaining \$254,382 will be used to augment services at Community Cabin sites.

The City also received and appropriated a grant from Kaiser in the amount of \$515,000, pursuant to Resolution No. 86956 C.M.S. which authorized acceptance of funds from other sources to support community cabin sites. A portion of this funding was allocated towards a contract amendment with BACS to increase the grant amount and provide additional services. The remaining balance will fund services within the community cabins program.

A combination of the Alameda County, General Purpose Fund and Kaiser funds will be used to 1) amend the grant agreement with OD to increase the grant by an amount not to exceed \$597,994.27 for the provision of services at the Community Cabins sites in FY 2018-2019,

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FY 2019-2020, and FY 2020-2021, 2) amend the grant agreement with Building Futures for Women and Children (BFWC) to increase the grant by an amount not to exceed \$25,000 for the provision of emergency motel vouchers for unsheltered families in FY 2018-2019, FY 2019-2020, and FY 2020-2021, and 3) allocate \$53,320 towards an existing contract with United Site Services for health and hygiene interventions.

Funding will be allocated accordingly from these following sources for the following purposes:

Unsheltered Services Funding						
Fund	Organization	Account	Project	Source	Amount	Purpose
1010 General Purpose Fund	78411 Community Housing Services	54912 Services: Misc Contract	1003813 GPF Second Henry HRMSC	City of Oakland General Purpose Fund	\$254,382	Community Cabins
2160 Alameda County	78411 Community Housing Services	54912 Third Party Contract	1004343 Alameda County Immediate Impact FY21	Alameda County	\$555,000	Community Cabins
2994 Kaiser	78411 Community Housing Services	54912 Services: Misc Contract	1004296 Kaiser Navigation Center Safe Haven Project	Kaiser Foundati on	\$11,813	Community Cabins
SUBTOTAL FOR COMMUNITY CABINS					\$821,195	
2160 Alameda County	78411 Community Housing Services	54912 Third Party Contract	1004343 Alameda County Immediate Impact FY21	Alameda County	\$53,320 \$25,000	Health and Hygiene Motel Vouchers
TOTAL UNSHELTERED SERVICES FUNDING					\$899,615	

This resolution will authorize the City Administrator to amend and increase the grant amounts with BACS and OD for additional services at Community Cabin sites using funds referenced in the table without returning to Council.

If additional grant funds become available from the Alameda County for these same purposes within the duration of the grant term, April 2018 – April 2021, this resolution will also authorize the City Administrator to accept and appropriate these funds and amend the grant agreements to further increase the grant amounts without returning to Council. However, if funds are

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received from Alameda County in excess of \$50,000 in a fiscal year, staff will inform the City Council of the amount of additional funds received through an informational memorandum addressed to the City Council.

PUBLIC OUTREACH/INTEREST

This report did not require public outreach other than posting on the website.

COORDINATION

Coordination on the proposed report and resolution has occurred between the Human Services Department, Office of the City Attorney, Budget Bureau, and the City Administrator's Office.

PAST PERFORMANCE

Community Cabins

The City's first Community Cabin site opened in December 2017 at Castro and 6th Street. In the first 6 months of the program's operations there have been 51 individuals served.

Demographic breakdown and outcomes for Castro Community Cabins participants are as follows:

Total number of persons 51	
Gender	
Female	15
Male	34
Transgender	2
Age	
24-34 years old	12
35-44 years old	15
45-54 years old	17
55-61 years old	4
62 +	3
Race	
Black or African-American	26
White	20
Asian	1
Native Hawaiian or Other Pacific Islander	1
Multiple Races	3
10 clients are of Hispanic/Latino heritage	10

Health Outcomes

- 15 clients have connected to a permanent medical home at West Oakland Health Center

Housing Outcomes

- 6 clients have exited to shared permanent housing within Alameda County
- 8 clients have exited to Transitional Housing

Workforce Development Outcomes

- 15 clients have secured regular employment

Health and Hygiene Interventions

For over a year, the City of Oakland has provided Health and Safety interventions at encampment sites around the City. Health and Safety Interventions include port-a-potties, wash-stations, garbage carts with regular service, and K-Rails (barriers) for safety when needed. There are currently 15-garbage removal sites being serviced weekly and 11-sidewalk port-a-potties sites.

As a result of these interventions, encampment sites are known to experience:

- Significant reduction in incidence of illegal dumping and garbage build up within & surrounding the site.
- Significant reduction in the incidence of hazardous health conditions for the housed community and unsheltered residents within & surrounding the site (human waste debris, syringes, etc.)
- Increased engagement in services with outreach, health, and case management providers.
- Increased safety from vehicles.

A list of current health and hygiene sites is included as **Attachment E**.

SUSTAINABLE OPPORTUNITIES

Economic: As noted in the report, all funds identified in this report are for the purpose of providing services and to the unsheltered homeless residents of Oakland.

Environmental: The provision of a Safe Haven Outdoor Navigation Center, motel vouchers and health and hygiene services are intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:

1. Accept And Appropriate Up To \$633,320 From Alameda County In Immediate Impact Grant Funds For Services At Community Cabins Sites, Emergency Health And Hygiene Interventions, And Motel Vouchers For Unsheltered Families, For The Period Of April 17, 2018 Through April 30, 2021; And
1. Amend The Grant Agreements With Service Providers To Extend The Grant Term For Fiscal Year (FY) 2019-2020 And FY 2020-2021 And Increase The Grant Amounts For Services At The Community Cabin Sites And To Provide Motel Vouchers; And
2. Accept And Appropriate Additional Grant Funds For Services At Community Cabins Sites, Emergency Health And Hygiene Interventions, And Motel Vouchers For Unsheltered Families That May Become Available From Alameda County Without Returning To Council Within The Duration Of The Grant Term Of April 17, 2018 Through April 30 2021; And
3. Allocate Up To \$254,382 In Previously Appropriated General Purpose Funds For Use At Community Cabin Sites.

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Life Enrichment Committee
July 17, 2018

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services Manager, at 510-238-6187.

Respectfully submitted,



Acting on behalf of **SARA BEDFORD**
Director, Human Services Department

Reviewed by: Sara Bedford, Director

Prepared by: Lara Tannenbaum, Manager,
Community Housing Services Division

Attachments (5):

Attachment A: Funding Recommendations To Address Homelessness In Oakland

Attachment B: Homeless Encampment – Compassionate Communities

Attachment C: Homeless Encampments/ Compassionate Communities

Attachment D: Grant Agreements with Non-Profit Organizations To Administer Safe Haven
Outdoor Navigation Centers

Attachment E: Health and Hygiene Interventions



CITY OF OAKLAND

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2017 MAY 19 AM 9:34

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Funding Recommendations To
Address Homelessness In Oakland

DATE: May 18, 2017

City Administrator Approval

Date:

5/18/17

RECOMMENDATION

Staff Recommends That the City Council Receive a Supplemental Report and Recommendation to Refer Select Recommendations for Addressing Health, Safety and Services Related to Street Homelessness for Funding Consideration in the City's Biennial FY 2017-2019 Budget Deliberations.

EXECUTIVE SUMMARY

On April 25th, 2017 the Human Services Department presented an informational report on homelessness to the Life Enrichment Committee. That report included strategy recommendations and estimated costs for a range of interventions including Encampment Health and Safety, Interim Housing, and Permanent Housing. The Life Enrichment Committee requested additional information regarding several aspects of the report. This supplemental report is in response to that request.

REASON FOR SUPPLEMENTAL

Staff submits this supplemental report to outline select recommendations for addressing the health, safety and services related to street homelessness. Staff has provided: a prioritized menu of recommendations for funding consideration; more detailed budgets for recommendations proposed; programmatic impacts of proposed interventions; and, potential funding partnership scenarios with County and other partners for consideration.

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May 23, 2017

BACKGROUND / LEGISLATIVE HISTORY

On April 25, 2017, HSD presented a detailed report on the current homeless services landscape, program models, metrics for measuring success, and scale and scope of the issue.

The chart below was included in that report and is designed to offer a *menu* of near-term options to provide shelter and mitigate health and safety issues for unhoused community members.

Strategy Recommendation	Estimated Cost	Notes
Encampment, Health and Safety		
Health and Hygiene Services in Place Projects	\$180,000/ year	Creation of an additional 5 sites per year
Renew Shelter Emergency Ordinance	None	Facilitates expeditious implementation of shelter/interim housing proposed here
Private Sector Coordination	Estimated \$137,000/ year	Staff person at the Program Analyst II level Coordinate donations, landlords, etc.
Create formal interdepartmental teams with specialization in homeless services	TBD, costs may include dedicated OPD and PWA teams	Staff of team includes: HSD, PWA, OPD, Fire, Transportation, CAO
Interim Housing		
Safe Haven/ Camping & Parking Sites	\$1,000,000 /year	3 sites serving 40 people each at one time
Create second Henry Robinson—interim housing tied to rapid permanent housing placements	\$2,000,000/ year for services; leasing costs for non-city owned building would be on top of this amount. Building acquisition possible through housing bond funds from KK or A1. The Mayor has directed staff to include \$10M-\$15M of funds from the first available tranche to acquire such a building.	137 beds, approximately 300 people served over 1 year with 240 getting housed; includes 6 months post housing support (case management and financial assistance)
Permanent Housing Development		
Focus on rapid construction program models for deeply affordable units	TBD by HCD. HCD is already working on strategies to utilize new bond resources for this purpose.	Stackable micro-units, purchase and renovation of Single Room Occupancy hotels and other similar buildings, etc.
Explore regulatory or financial relief for income restricted second units e.g., tiny houses or secondary units.	Planning Dept. and HCD are working on potential financial models.	Homeowners could have rental units / tiny homes which could potentially stabilize income for them, e.g. low income seniors, and at the same time provide housing for homeless residents.

Other Options/ Programs		
Coordinated Entry for Oakland	County funded	Will result in expanded street outreach and housing navigation (case management) for the most vulnerable; should lead to increased efficiencies
Employment for unsheltered residents pilot	Estimate \$50,000 for 1 year pilot, serving 45 individuals	Explore program options that use individuals who are homeless under employment training e.g., at Safe Haven sites
Develop significant investment in capital costs and services costs to address homelessness		Explore strategies being used by other cities including: <ul style="list-style-type: none"> • Public -Private campaigns (SF) • Ballot Measures to create dedicated revenue stream for homelessness (San Diego and Berkeley) • Sales Tax (LA) • Air B&B tax (Portland)

Funding to develop deeply subsidized housing – city and county bonds, a proposed state mental health services bond – is funding that will lead to longer term permanent housing solutions. However, it is also important to note that deeply subsidized and longer term supportive and permanent housing requires on-going funding for operational and service costs. In order to alleviate the housing crisis for people with deep and multiple needs, this on-going funding must be part of any capital program to construct more of this type of affordable housing. In other words, staff strongly urges the Council to include these on-going costs in any decisions about programs and facilities to decrease homelessness in Oakland.

The City's current investments in chronic homelessness are through HSD's Community Housing Division which has an overall budget of approximately \$12.6 million. The funding comes from a variety of sources including federal, county, state and local funding. These sources and their amounts are outlined in the chart below for FY 2016-17.

Funding Source	Services	Total Award 16/17
City General Fund	Rapid Rehousing, Outreach, Winter Shelter, Services in Permanent Supportive Housing	\$1,257,227.00
HOPWA	Housing Development, Prevention, Housing Subsidies	\$2,196,785.00
HUD/Continuum of Care	Interim/Transitional Housing for singles, families, youth; Rapid Rehousing for Families, Youth,	\$4,838,673.00
ESG	Rapid Rehousing, Shelter, Outreach, Legal/Benefits Advocacy	\$640,050.00
CDBG	Rapid Rehousing, Services in Permanent Supportive Housing, Emergency Food Distribution	\$1,141,625.00
Alameda County	Rapid Rehousing, Winter Shelter, Flexible subsidies	\$572,862.99
Oakland Housing Authority	Housing Subsidies and Housing location services	\$1,980,000.00
Total Funding		\$12,607,722

Of this amount, approximately \$2,000,000 is for HOPWA and is passed through for HIV/ AIDS Housing Development and services to both Contra Costa and Alameda County. Roughly \$1,000,000 is used for City administrative/ direct services staff and the balance of \$9,000,000 is grant funding for the range of services described below.

Service Type	FY. 16/17 allocations
Services to support formerly homeless people in permanent housing	\$547,603
Outreach	\$385,000
Rapid Rehousing	\$1,988,604
Shelter (includes winter shelter):	\$589,949
Benefits Advocacy/Legal	\$45,000
Transitional/Interim Housing	\$3,377,764
Housing Subsidies (OPRI):	\$1,980,000
Food Distribution	\$100,000
Encampment Response (Compassionate Communities Pilot, Health and Hygiene Pilot	\$85,000
Total	\$8,997,920

The charts above do not include other City resources and costs for service such as Public Works and OPD that may be directed to support the work of addressing homelessness. And, 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. These include Permanent Supportive Housing programs (such as Shelter plus Care), and investments in affordable housing which are allocated on a county wide basis. In addition, County funds allocated through the County Social Services Agency and the Health Care Services Agency (including behavioral health and substance abuse services) also provide significant services to homeless individuals.

Although there are significant resources currently being dedicated to addressing homelessness in Oakland, it is not enough given the growing encampments and increasing number of homeless individuals and families. The chart in the next section of this staff report outlines some additional interventions that the Council could consider in the FY 2017-19 budget to supplement

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our current investments in this area. These additions require budget trade-offs and will result in cuts elsewhere in the budget.

ANALYSIS AND POLICY ALTERNATIVES

The Mayor and the City Administration have been clear that homelessness is not a problem that can be adequately solved by any city, including Oakland, in isolation. It requires a collaborative approach and reliance on blended funding streams, as has always been the case in the work that has been undertaken to address homelessness for decades. The City of Oakland's HSD work is tightly coordinated with larger countywide efforts to address homelessness in Alameda County. For example, the City is an active participant in Everyone Home, the countywide effort to end homelessness in Alameda County. The City has participated in planning efforts for coordinated entry and will closely partner with the County to implement Coordinated Entry in Oakland. In addition, in recent months the City and County have partnered in funding the Compassionate Communities pilot project to provide services at an existing encampment in West Oakland. Further, HSD also collaborates and coordinates with the City's Housing and Community Development Department (HCDD) in order to increase the supply of permanent supportive housing and assure that once stabilized, former homeless people can receive assistance from subsidy and other housing programs.

The Human Services Department, in alignment with the Mayor and City Administrator, recommends focusing on three priorities from the list of interventions that can be achieved in the near term and have potential for funding partnerships to enhance success and feasibility. They are also interventions that are consistent with the City's role in providing more immediate relief to unsheltered residents and partnering with the County and the Oakland Housing Authority for other higher impact interventions.

These actions outlined below are focused on what can be accomplished now, balancing current needs and limited resources. Priorities include:

- The creation of up to 10 health and hygiene services-in-place encampment interventions over the next two years.
- The development of at least one (of a recommended three) safe haven site(s)
- The creation of a second Henry Robinson like model for interim housing leading to permanent housing.

FISCAL IMPACT

Budgets for each priority intervention listed below are included in this report as **Attachment D**.

Health and Hygiene Services in Place

As housing that is and will be in the pipeline is developed, the need for these types of interim interventions will decrease and they could be phased out. In FY 17/18, HSD recommends the creation and ongoing maintenance of four sites. For FY 18/19 we propose that the City add an additional five sites and continue monthly maintenance at all 10 sites. Each health and hygiene

Intervention is estimated to cost about \$29,498 per year in its first year of operation. This includes the following costs:

➤ One time start-up costs (delivery of k-rails, delivery of equipment)	\$ 15,734
➤ Annual Costs portable toilets / wash station service (estimate 2 per site)	\$ 13,764
➤ Garbage service (prioritized by City staff)	\$ 0
➤ Total Annual Cost per site	\$29,498
➤ Total Annual cost for 5 sites in FY 17/18	\$147,490
➤ Total Annual Cost for 10 sites in FY 18/19	\$216,310

It should be noted that on-going garbage pick-up and larger bulk trash removal is currently conducted by Public Works.

The Human Services Department recommends utilizing \$100,000 (of the proposed \$250,000) in encampment related homelessness funding in the Mayor's FY 17-19 proposed budget for this project. Per discussion with County partners, funding for this type of non-service related intervention is appropriately born by City and volunteering community members and organizations, many of whom have already volunteered to support these interventions.

As mentioned in the prior report, over the past six months, management of the Compassionate Communities Pilot as well as other encampment related projects has created strong partnerships across multiple city departments (Human Services, Public Works, OPD, Traffic, and City Administration). There is now a core group of people from each of those departments who are a de facto homelessness team. As recommended in the prior report, on-going support for a dedicated encampment team from Public Works as well as the formal continuation of the existing interdepartmental team is highly desirable. The Mayor's budget has added funding for another KOCB team and for more Public Works support to clean up illegal dumping and to address issues related to street encampments.

Safe Havens: Camping/ Parking

Safe Havens provide a safe place for unsheltered homeless residents to be, where they can be linked to services and work with service providers to obtain permanent housing. We propose to pilot one site where up to 40 high need individuals could locate at one time, with 65% of the individuals (28 people) becoming housed over the course of one year. As those who exit for permanent housing leave the site, additional people will be permitted to move in. All participants would sign a partnership agreement indicating their willingness to actively engage in services and limiting the duration of each person's stay (for example, to 6 or 12 months). The exact length of stay for the site will be decided once a full program design is finalized.

This site would function like a navigation center, but without walls. Some of the key lessons from the Compassionate Communities Pilot were the importance of site control to manage who enters the site and to limit the numbers of people staying there. HSD believes that the best way to manage these issues in a Safe Haven site is to have on site staffing.

We underscore that this is an interim intervention and idea that would serve as a pilot. Its longer term benefit would, at a minimum, be assessed over the initial year to determine if it is worth continuing.

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Each Safe Haven site will cost approximately \$425,000 as a single site (multiple sites may yield some economies of scale. A basic budget includes staffing and operational costs as follows:

- Staffing (Site Management, Housing Navigation services to assist people in obtaining housing) \$300,000
- Operations (portable toilets, client supplies, office supplies, laundry) \$118,216
- One Time Costs (storage shed, storage bins pre-fab office space) \$7,000

- **Total Costs for Year 1** **\$425,216**

- Optional One Time Costs (Tuff Sheds/hard sided structures in lieu of tents, bedding, etc.) \$66,000

The Human Services Department recommends utilizing \$150,000 (of the \$250,000) in encampment related homelessness funding in the Mayor's FY 17-19 proposed budget for this project (applied to the costs of site management and operations). HSD recommends and will pursue a match from Alameda County's boomerang encampment interventions set aside funds to support the balance of the budget specifically for the services, as is consistent with their role. Initial staff level conversations with the County have included this option. The request to the County will be for a \$275,000 match.

Staff recommends the optional expense of using hard sided structures (like Tuff Sheds or something similar) rather than tents at a safe haven site. The cost of these structures, plus cots and bedding, would add approximately \$66,000 to the overall cost. However, staff in concert with the Mayor's Office, and with assistance from the Council, believes that there is an opportunity to offset these types of expenses through private donations.

The Safe Haven pilot recommendation requires identification of appropriate land, ideally city owned or leased. Staff has been working actively to assess options, including land owned by the City and other public agencies. Staff has been working on narrowing down a list of City owned property, which was provided by the City's Real Estate office. (**See Attachment E**) Please note that the process of narrowing down is not complete and the list contains sites, which are not and would not be appropriate for the siting of a safe haven location. We understand that siting of any potential Safe Haven location is sensitive and any decision would have to be undertaken weighing and balancing several factors, including size, proximity to public transportation, ensuring equity in addressing encampments in all parts of the city, neighborhood support/ neighborhood impacts of a safe haven site.

Interim Housing- Creation of a large, low barrier, interim housing program - A second Henry Robinson/Housing Fast Support Network (HFSN)

As another interim, but more medium-term solution, the Mayor and City Administration are aligned in recommending the following proposal as having the most potential to have a substantive benefit to unsheltered individuals and therefore it is HSD's highest priority recommendation.

The current Henry houses 137 individuals at any one time, serves 300 clients over the course of the year, and exits over 240 people per year to permanent housing. Only interventions of this

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scale and success rate will start to make an impact in reducing the numbers of people experiencing street homelessness in Oakland. With a second program, 600 literally homeless individuals could be served each year with approximately 500 of them becoming permanently housed. Funding this model at less than the estimated cost would result in a smaller program, serving fewer people each year.

Staff recommends the purchase and rehabilitation of similar sized facility to create a "second Henry" through the use of bond funding approved through Measure KK last November. This has been determined to be an eligible expense and would contribute to achieving the 20% and below AMI goal of the Council. The City's role as a provider of housing in general makes this an appropriate role for the City. The Mayor has directed staff to pursue acquisition of a site for this purpose as soon a funding becomes available from the first tranche of infrastructure and affordable housing bond funds. However the associated services necessary to stabilize people and prepare them for more permanent housing options is not an eligible expense for bond funding. Therefore, we need to look to other funding sources, which is the challenge.

Services and operating costs for a large, low barrier Interim Housing model would be approximately \$2,000,000 per year. This includes:

➤ Supportive Services	\$928,578
➤ Operations	\$951,422
➤ Administration	\$120,000
➤ Total	\$2,000,000

Staff has identified the following potential sources of funding for the services/operating costs:

- HUD CoC – HUD has indicated that they are introducing a new program model into their NOFA competition this year (expected to happen over the summer) which combines short term transitional housing with rapid re-housing. This is very similar to the current model at "The Henry" and could potentially be used to fund some costs of a second program; if a building were identified and purchased within the next few months.
- County Funds- the City is in active conversation with the County about what other County resources could be identified to support the creation of a second large Interim Housing model in Oakland.
- Oakland Housing Authority (OHA) – The City is also in current discussion with the OHA to partially fund the Henry Robinson Interim Housing Program through Moving To Work funds. This same type of OHA funding may replicable to cover a similar percentage of service costs at a new program site (e.g. "a second Henry").
- City General Funds – some percentage of City funding should be considered as part of any services funding in order to leverage MediCal funds.

It is important to recognize that each funding source above has its own competitive funding process, and there are no guarantees of funding, but Oakland has been competitive in drawing down County and other sources of funding in the past. While we cannot commit all partners to specific amounts, the budget below represents an estimate of how funding for a second low barrier Interim Housing program *might* be framed based on our current HFSN model. It is important to note *this is simply a sample and has NOT been reviewed, approved or vetted by partner agencies*. Initial discussions with all partners to confirm interest in such a project have taken place but without specific numbers or any Board approvals.

Second Interim Housing Program					
	BUDGET		POTENTIAL SOURCES		
Support Services		HUD CoC	County	City GF	OHA
Personnel (direct service staff i.e. housing navigators, employment, resident counselors, etc.)	\$632,660.00	\$300,000.00	\$232,660.00	\$100,000.00	
Non-Personnel (includes client transportation, food, program supplies, after-care support)	\$295,918.00	\$295,918.00			
Sub Total	\$928,578.00	\$595,918.00	\$232,660.00	\$100,000.00	\$0.00
Operations					
Personnel (direct service staff i.e. security, property management staff, site coordinator, etc.)	\$259,902.00				\$259,902.00
Non-Personnel includes utilities, furniture, communications, repairs, pest, insurance, security system, & service agreements, etc.)	\$691,520.00	\$40,000.00		\$160,000.00	\$491,520.00
Sub Total	\$951,422.00	\$40,000.00	\$0.00	\$160,000.00	\$751,422.00
Administration	\$120,000.00	\$22,000.00	\$33,000.00	\$40,000.00	\$25,000.00
Total	\$2,000,000.00	\$657,918.00	\$265,660.00	\$300,000.00**	\$776,422.00

** This General Fund funding would probably not come on line until 2018 at the earliest. It could be addressed at the mid-cycle revise, when revenue projections related to cannabis and increases in other sources of revenue will be more certain.

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PUBLIC OUTREACH/INTEREST

This report did not require public outreach other than the posting of this report on the website.

COORDINATION

Coordination has occurred between the Human Services Department, Office of the City Attorney, Controller's Bureau, and the City Administrator's Office.

Additional Coordination has taken place between the City of Oakland Human Services Department and staff of the County Health Department and County Housing and Community Development Department as well as with Everyone Home.

SUSTAINABLE OPPORTUNITIES

Economic: As noted in the report, all funds identified in this report are for the purpose of providing housing and services to the homeless to eliminate and prevent homelessness. Such outcomes are achieved through rapid rehousing assistance

Environmental: The provision of housing for at-risk and homeless persons is intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That the City Council Receive a Supplemental Report and Recommendation to Refer Select Recommendations for Addressing Health, Safety and Services Related to Street Homelessness for Funding Consideration in the City's Biennial FY 2017-2019 Budget Deliberations.

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services, Acting Manager, at 238-6187.

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

Reviewed by: Sara Bedford, Director
Prepared by: Lara Tannenbaum, Acting
Manager

Attachments:
April 25, 2017 staff report
List of Publically Owned Land

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ATTACHMENT

Staff Report

April 25, 2017

Life Enrichment

Committee Meeting



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OAKLAND

2017 APR 14 AM 10:38

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Funding Strategies To Reduce
Homelessness In Oakland

DATE: April 13, 2017

City Administrator Approval

Date:

4/13/17

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report On Funding Strategies For Consideration In City Council's Fiscal Year (FY) 2017-19 Biennial Budget Deliberations. The Investments Outlined Below Are Designed To Relieve Human Suffering Currently Being Experienced For People Who Find Themselves Homeless Especially Those Who Must Live Unsheltered On Streets.

EXECUTIVE SUMMARY

The current housing crisis has not only caused displacement of long term Oakland residents to other communities but many of our most vulnerable, low income residents have been driven into literal homelessness, often unsheltered. The current system for all types resources -- shelter, interim and transitional housing, permanent supportive housing -- is inadequate to meet the current and projected need, based on economic and housing cost trends. There is a crisis of health, safety and dignity for unsheltered Oakland residents who are forced to live on streets and under freeways. There is an outcry from sheltered residents to address the issue in their neighborhoods, to respond with compassion and a remarkable number of requests to offer assistance.

The 2015 Homeless count had 2,200 individuals who were literally homeless and of that number 1400 were unsheltered. The balance were in transitional housing or shelters. Staff fully expects the 2017 count to be higher and all homeless counts are considered undercounted by a factor of two or three.

To address this need, staff recommends investments in the following interventions to begin to meet the needs of chronically homeless individuals living on the streets and their sheltered neighbors. These investments are designed to create options to shelter and mitigate health and safety issues while the currently designated funding to develop deeply subsidized housing -- city and county bonds, a proposed state mental health services bond -- will lead to permanent solutions. The potential actions outlined in this staff report are focused on what can be accomplished now, balancing current needs and limited resources.

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The chart below outlines the recommended actions and their costs.

Potential Strategy	Estimated Cost	Notes
Encampment Health and Safety		
Health and Hygiene Services In Place Projects	\$180,000/ year	Creation of an additional 5 sites per year
Renew Shelter Emergency Ordinance	None	Facilitates expeditious implementation of shelter/interim housing proposed here
Private Sector Coordination	Estimated \$137,000/ year	Staff person at the Program Analyst II level Coordinate donations, landlords, etc.
Create formal interdepartmental teams with specialization in homeless services	TBD, costs may include dedicated OPD and PWA teams	Staff of team includes: HSD, PWA, OPD, Fire, Transportation, CAO
Interim Housing		
Safe Haven/ Camping & Parking Sites	\$1,000,000 /year	3 sites serving 40 people each at one time
Create second Henry Robinson—interim housing tied to rapid permanent housing placements	\$2,000,000/ year for services; leasing costs for non-city owned building would be on top of this amount. Building acquisition possible through housing bond funds from KK or A1.	137 beds, approximately 300 people served over 1 year with 240 getting housed; includes 6 months post housing support (case management and financial assistance)
Permanent Housing Development		
Focus on rapid construction program models for deeply affordable units	TBD by HCD, using new bond resources	Stackable micro-units, purchase and renovation of Single Room Occupancy hotels and other similar buildings, etc.
Explore regulatory or financial relief for income restricted second units such as tiny houses		Home owners could have rental units / tiny homes tied to housing homeless residents.
Other Options/ Programs		
Coordinated Entry for Oakland	County funded	Will result in expanded street outreach and housing navigation (case management) for the most vulnerable; should lead to increased efficiencies
Employment for unsheltered residents pilot	Estimate \$50,000 for 1 year pilot, serving 48 individuals	Explore program options that use individuals who are homeless under employment training e.g., at Safe Haven sites
Develop significant investment in capital costs and services costs to address homelessness		Explore strategies being used by other cities including: <ul style="list-style-type: none"> • Public-Private campaigns (SF) • Ballot Measures to create dedicated revenue stream for homelessness (San Diego and Berkeley) • Sales Tax (LA) • Air B&B tax (Portland)

Any strategy that the City adopts to address homelessness must ensure that resources and interventions are targeted to the people most likely to benefit from them. Attachment A provides a rough estimate of the breakdown of high, medium and low need individuals who experience homelessness in Oakland. Attachment A- Modelling levels of need.docx

Addressing homelessness in Oakland is occurring in the context of changing policies at the county and federal level. At the county level, significant resources are being added to the existing homeless services infrastructure. These resources are targeted to people with the highest levels of need (as described in Attachment A) and to increase system efficiencies. The strategies outlined in this report are designed to be complementary to the county efforts as well as provide a broader reach within Oakland – addressing a wider population of homeless individuals (including high, medium and low need) and keeping in mind the specific needs of

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Oakland, with its high numbers of unsheltered homeless individuals, high numbers of encampments, and the significant impact of homelessness on the City's housed residents.

REASON FOR URGENCY

The last homeless Point In Time Count, conducted in January 2015, found 1384 individuals sleeping on the streets of Oakland on any given night. These numbers were widely assumed to be an undercount at the time and, although the 2017 numbers are not available yet, it is very possible that the Point In Time count numbers will increase. Additional recent events including the pending closure of the services in place site at 35th/Magnolia (displacing 40 homeless individuals), the pending closure of the City's main Winter Shelter (displacing 65 homeless individuals), and the fire at 2551 San Pablo (displacing over 100 individuals from an existing building that was deeply affordable) have served to highlight the crisis nature of this issue. While there is some relief on the horizon in the form of extremely low income units to be built or rehabbed through the recent county and city bond measures, there is an urgent need for more City focused actions to address this problem.

BACKGROUND / LEGISLATIVE HISTORY

Just as the reasons for homelessness are diverse and complex, the solutions to homelessness are similarly varied. No single response will work effectively given how people come into and stay homelessness. That said, there are demonstrated federal, state and county strategies that we know work in Oakland and can alleviate this crisis.

In the past two years, the City Council has received 3 reports about homelessness in Oakland. These include:

- A September 29, 2015 report regarding the Winter Shelter Strategy for FY 2015-2016. .\Winter Shelter 2015\85845 CMS - winter shelter 15-16 staff report.pdf
- A January 7th, 2016 report with additional information on the Homeless Crisis in the City of Oakland. .\Homeless Investments 2016\Published Homeless Crisis Rot Jan19CC.pdf
- A December 2016 informational report on Homelessness was submitted to the City Council. .\Compassionate Communities\final reso and report\Homeless Encampments-Compassionate Communities report.pdf

All of these reports have recommended some combination of strategies to address the short term, medium term and long term solutions to homelessness. These reports have resulted in the City Council providing additional funding to enhance and expand existing strategies to respond to this problem. This report on homelessness echoes many of the recommendations presented in previous reports and recommends specific interventions for funding including immediate strategies to address encampments and a request to replicate an existing, successful interim intervention model. In addition, it addresses some specific items as requested by the Council including:

- Information On Coordination with State, County and other jurisdictions
- Progress On Identifying Land For A Sanctioned Encampment
- Status And Feasibility Of Tiny Homes As A Partial Solution

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- Number Of Beds In Oakland-Based Shelters
- Other Solutions That The Administration Deems Worthy Of Consideration
- Point-in-time" results of the 2017 homeless count
- Information on using 455 7th Street to house homeless individuals
- Using hotels along MacArthur Blvd. for housing
- Involving the private sector to help address homelessness

Changing Federal/County Landscape of Strategies to Address Homelessness

Coordinated Entry

Coordinated Entry is a standardized method to connect people experiencing homelessness with the resources available in a community. The US Department of Housing and Urban Development (HUD) has mandated that all communities implement a coordinated entry system as their method for distributing resources including emergency shelter, interim housing, rapid rehousing, and permanent supportive housing. See Attachment B: Definition of Housing Interventions.

Prioritization

Prioritizing chronically homeless people with the highest levels of needs for available resources is a core aspect of a coordinated entry homeless system. The shift from a system of first come, first served to one that prioritizes people based on chronic homeless status and vulnerability is designed to significantly reduce the numbers of unsheltered homeless individuals.

The Case for Coordinated Entry

Most jurisdictions, like Oakland, do not have enough services, housing, or funding to end homelessness in their communities. Prioritization focuses limited resources on those with the most barriers to housing, who also use the most resources within the system (e.g. are the most costly to serve given the lack of coordinated entry such as numerous emergency room visits rather than connecting individuals to the right type of health care to address needs). These individuals are most affected by homelessness and are the least likely to successfully find housing on their own. Over time, as the system houses people with the highest barriers, resources are freed up to serve those with lower barriers.

What exists now

- The City of Oakland began implementing coordinated entry for homeless families in November 2015.
- The City of Berkeley began implementing coordinated entry for all homeless populations in January 2016.
- In 2016, Alameda County Health Care Services Agency began implementing a coordinated entry system, called Home Stretch, which is the single access point county-wide for the system's most intensive housing and supportive services (permanent supportive housing).

Next Steps

Alameda County Health Care Services Agency (Whole Person Care Funding), Everyone Home, and the County Housing and Community Development Department are in the process of investing resources throughout the county to implement the strategies discussed above. The

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goal is to launch a coordinated entry system for all homeless populations in the county by September 2017. HSD applied for funding to implement coordinated entry in Oakland. Regardless of whether Oakland or another entity is awarded CES, it will lead to an increase in street outreach, assessment and housing navigation and eventually fewer unsheltered people.

ANALYSIS AND POLICY ALTERNATIVES

IMMEDIATE STRATEGIES TO ADDRESS ENCAMPMENTS

Health And Hygiene Services In Place

While housing is the end goal in addressing homelessness, there is also value to improving basic quality of life for people experiencing homelessness while they remain unhoused. In March, 2017, the City began a pilot intervention on Wood Street between 24th St. and 26th St to provide health, hygiene and safety interventions to an encampment. K-rails were placed to protect homeless residents from nearby traffic; portable toilet and wash stations and regular garbage pickup have been provided to address health and hygiene needs. Street outreach and street based case management, while not specifically increased for this site, continues to be available through existing services. There are many encampments around the City which could benefit from similar interventions. Each intervention costs approximately \$25,000 to set up and maintain for a year, which includes the cost of k-rails and portable toilets. These interventions target all people living in an encampment regardless of their level of need and have a positive impact on both the homeless and housed residents in an area. These interventions are not a solution to homelessness. Rather they are a way to manage the current crisis in the short term.

The City Council could consider funding for the creation of 5 additional Health and Hygiene Services In Place projects in FY 17/18 and 5 additional sites in FY 18/19 for a cost of \$180,000 per year.

Renewal of Emergency Shelter Crisis Ordinance

The foundation for implementing many of the ideas discussed in this report rests on having city planning, zoning, building, and life-safety codes that support these interventions for addressing homelessness. On January 5, 2016 the City Council adopted Ordinance 13348 C.M.S declaring a shelter crisis in Oakland. That ordinance expired in January 2017. California Government Code section 8698 et seq. - Shelter Crisis - states that upon a declaration of a shelter crisis state or local provisions prescribing "*standards of housing, health, or safety shall be suspended to the extent that strict compliance would in any way prevent, hinder, or delay the mitigation of the effects of the shelter crisis.*" The code further states that a jurisdiction "*may, in place of such standards, enact municipal health and safety standards to be operative during the housing emergency consistent with ensuring minimal public health and safety.*"

The emergency shelter crisis ordinance can be renewed once specific proposals are specified and it can contain specific language related to implementing California Government Code section 8698 et seq. In addition, while California Government Code sections 8698 et seq. refers only to property owned by a political subdivision which "*includes the state, any city, city and county, county, special district, or school district or public agency authorized by law*" The City Council may also explore broadening its emergency ordinance to include private property which is employed in the use of alleviating homelessness.

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Private Sector Collaboration

HSD recognizes that the City and its nonprofit partners cannot solve homelessness on our own. HSD's vision is to create a collective response to homelessness that involves a broad swath of the community. The City could solicit community involvement and have the internal capacity to manage community partnerships more effectively.

The City Council could consider funding a position, or contract with a Community Organization to manage all aspects of community partnerships including:

- Organizations/ Faith Based Organizations/ Individuals who want to provide goods, services, or volunteers on one-time or ongoing basis
- Raise private funds, from foundations, businesses, corporations and wealthy individuals (throughout the Bay Area, and beyond) to support the programs and projects associated with Oakland's efforts to address homelessness.
- Engage merchant, business and other local associations such as Lions Club to get involved in addressing homelessness
- Create a Fund-A-Structure effort – cost out and then fundraise privately for structures and other capital costs associated with Oakland's efforts including: health and hygiene interventions, sanctioned sites, safe parking/safe camping, and more permanent structures such as a second HFSN.
- Engage contractors, builders, unions, and others to volunteer labor to set up temporary sites and structures where feasible.

A city staff person in this role would cost approximately \$137,000. There also may be grant or foundation funding available for such a position.

Explore Dedicated Oakland Police Department Officers- Homeless Engagement Officers

HSD and OPD are actively discussing the possibility of having dedicated Homeless Engagement Officers. Many communities around the country are using dedicated police officers as part of their strategy to address homelessness. These officers develop expertise in homelessness and related issues for both homeless individuals and surrounding, sheltered neighbors. The positions would be similar to officers assigned to schools or particular traffic beats who develop areas of expertise and skill sets with subject matter expertise because of exposure to that set of certain tasks and populations.

The primary role of the Oakland Homeless Engagement Officers would be to build and maintain trusting relationships with homeless residents of Oakland; work with city and county agencies, nonprofits, and community groups to provide targeted services for those in need while addressing quality of life concerns in the communities; work on site with the Department of Public Works when encampments are cleaned or removed; provide enforcement to prevent re-encampment in designated areas; and to provide a sense of security to homeless encampment residents and to nearby housed residents.

This option will continue to be discussed and considered, given other OPD priorities and staffing. A report back to Council could be considered with the 2017-19 budget deliberations during May and June.

INTERIM HOUSING WITH EXTREMELY LOW BARRIERS TO ENTRY, INTENSIVE SERVICE DELIVERY

Safe Havens: Camping/ Parking

In addition to the Health and Hygiene interventions described above, staff recommend providing additional, deeper services at existing encampments and at locations set up by the city. Safe camping/parking sites are a platform from which services can be delivered and housing goals achieved.

Safe Haven Work to Date: Compassionate Communities

The Compassionate Communities Pilot Program was described in detail in the Homeless Encampments/Compassionate Communities report which was presented to the Council in December 2016. A summary of the project, its outcomes, and lessons learned is below.

Situation

- In October 2016, the encampment at 36th St. and Peralta had a cohort of 40 individuals who had been there regularly for over a year.
- The goal of the pilot was to end unsheltered homeless status for individuals in the pilot site within 6 months
- Unsheltered residents were provided with:
 - Intensive housing navigation (case management)
 - Linkages to housing programs
 - Portable bathrooms and hand-washing stations
 - Garbage pick-up

Successes (as of 4/1/17)

Impact on homeless individuals

- 24 clients of the original cohort have been housed
 - 8 have moved into permanent housing
 - 16 moved into transitional housing at the Housing First Support Network (HFSN)
- 6 of the original cohort remain at the site
- 7 of the original cohort have left the site and are not locatable
- 3 are currently incarcerated
- Most residents of the site demonstrated increased engagement in services

Neighborhood Impacts:

- Significant reduction in incidence of illegal dumping and garbage build up within & surrounding the site.

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- Significant reduction in the incidence of hazardous health conditions for the housed community and unsheltered residents within & surrounding the site (human waste debris, syringes, etc.)

Lessons Learned

- Nearly half of the campers were housed in the first two months. With the right type of housing options, a surprising number of people were ready to quickly to move indoors. The HFSN was the primary source of housing for this pilot and needs to be expanded (see below).
- Site control is essential to managing who comes in and out of the site if eventual closure within a time certain is the goal to prevent backfill. Any sanctioned site must have this element and there is a cost to assuring that time frame is met.
- There is a subset of people (about 20%) who may take much longer to engage in services and housing options
- Intensifying housing navigation services (housing case management) was key to providing the support to come inside.
- Campers were responsible for and maintained the cleanliness of the site and were supportive of the effort. However, the site was not completely self-governing.
- Housed residents were grateful for immediate cleanliness improvements but still want encampments to be moved. Drug dealing and drug use is most often cited as chief complaints.
- Management of this project has created strong partnerships across multiple city departments (Human Services, Public Works, OPD, Traffic, and City Administration). There is now a core group of people from each of those departments who are a de facto homelessness team.
- Having dedicated OPD officers has been successful. It enabled enforcement of a no camping zone outside of the site, allowed OPD to become well versed in homelessness issues, and allowed people at the site to interact with OPD in a very different way. There has been increased OPD presence and engagement at other homeless encampment interventions as a result of this partnership.
- Shared talking points were critical for all parties. Regular and consistent messaging to sheltered and unsheltered residents was vital.

Next Steps

The pilot site was scheduled to be closed at the end of March, 2017. The City was hoping to obtain a second site where anyone still at the 35th/Peralta site could move when the pilot site was closed. Although only 6 people from the original cohort remain at the pilot site, the spaces have been backfilled by other homeless individuals and there are currently around 40 people still in this location. At the time of this writing, the City is assertively pursuing a lease with Caltrans for another site that can be used as a Safe Camping location and the pilot project remains in place for the time being.

Safe Haven: Camping Parking

The City is actively looking for locations to situate three longer term safe camping/safe parking sites. In addition to the Caltrans lot mentioned above, the Department of Real Estate has compiled a list of city owned properties, including vacant lots and parks that could potentially be used for this purpose. Staff is reviewing the list to find feasible locations.

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~~Locations for safe camping/safe parking will be identified so that the impact to the surrounding community can be managed and a cleaner and safer environment for housed and unhoused residents can be maintained. These sites could provide "services in place" if a current encampment location is conducive to the models below. Alternately, new sites may be identified and people will be invited to participate in programming at the new locations.~~

The new safe camping/parking projects would have similar aspects to the initial Compassionate Communities Pilot, and will incorporate our learning from that pilot as well as a stronger alignment with County and HUD policy regarding coordinated entry and prioritization. We note again that dedicated and consistent support and intervention services are essential to this approach and involve an ongoing City cost.

If the Council moves forward with such an approach, the three sites could be used in the following ways:

1. A site will operate as safe camping and be in alignment with the coordinated entry process, serving individuals who are chronically homeless with the highest levels of needs. The intention is not to be geographically specific in targeting people but to use the coordinated entry and prioritization processes to offer spaces to the most vulnerable, chronically homeless individuals. Access to housing resources will be allocated through the coordinated entry/prioritization process. This site will provide a safe space for people to stay while they work intensively with their Housing Navigators (case managers) to get referred to Home Stretch for Permanent Supportive Housing. As clients become housed, new, high needs clients will move into the site. We anticipate that a site for high needs individuals can serve 40 individuals at any one time, with 65% of the individuals (26 people) becoming housed over the course of the year. As people exit for housing, additional people will move in.
2. A site will operate as safe camping and will have a geographical focus with specific existing encampments invited to participate. This site will serve individuals with a range of needs. We anticipate that this site will serve 40 people at a time for up to 6 months. Access to housing resources will be allocated through the coordinated entry/prioritization process meaning that some residents will receive homeless specific housing assistance and others will be assisted to increase income, access mainstream housing, and/or reunify with friends and family. Not all people will end their homelessness through this strategy.
3. A site will operate as a safe parking location. This site will prioritize families who are living in their cars as well as other vehicle dwellers as space permits. Access to housing resources will be allocated through the coordinated entry/prioritization process meaning that some residents will receive homeless specific housing assistance and others will be assisted to increase income, access mainstream housing, and/or reunify with friends and family.

Similar to the Compassionate Communities pilot, these sites will have Portable toilets, wash stations, and regular garbage pickup. Since the need for site control was a major lesson learned in the pilot, it would be most effective for the City to contract with a nonprofit agency to provide some site management activities (coordination with other service providers, weekly community meetings, managing site cleanliness) and with a security company to provide 24 hour security, thus ensuring that the sites are only occupied by designated people.

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The City will also contract with a nonprofit agency to provide intensive street based housing navigation services to residents of a site. While the expected new county money will fund an increase in street based housing navigation throughout the City, those funds will be targeted only to the highest needs individuals. Housing Navigation services, funded by the City and provided as a part of these safe camping/safe parking projects, would be available to any individual of the encampment including medium and low need individuals.

Safe camping sites could use individual tents as their housing or could use more substantial modular units (such as Tuff Sheds) that have doors and windows and can accommodate two people. Tents have the advantage of being able to accommodate individuals living separately and modular units have the advantage of being more durable and offering more weather protection and security. In practice, tents and modular units could be used interchangeably. However, staff recommends using modular units due to their weather protection, durability, stability, and capacity to create an organized arrangement.

Funding for up to three, year-long pilot sites would cost \$1,000,000/ year. The recommendation requires identification of appropriate land, ideally city owned or leased. Staff is actively assessing options.

Creation of a large, low barrier, interim housing program - A second Henry Robinson/Housing Fast Support Network (HFSN)

The HFSN, is a 137 bed Interim Housing program that serves people who enter directly from the streets. All people entering the Henry are homeless, extremely low income and nearly half have serious mental illnesses. Many also suffer from alcohol abuse, drug abuse, physical disabilities, and chronic health conditions. Overall, 80% report some form of disability. The HFSN is currently the main entryway into the homeless services system and the major path to get homeless people off of the streets in Oakland, especially for those in the West Oakland and Downtown areas. Each year, the program serves almost 300 people and successfully assists over 80% of their clients to end their homelessness and return to being housed members of the community.

In many ways, the HFSN operates like a Navigation Center in SF – taking people and their possessions directly from the streets for short term, interim stays. Staff requests that the City Council consider a second HFSN and that this facility be even more low barrier and more aligned with the SF Navigation Center model – creating a space that can accommodate groups of people, all of their belongings and their pets. The cost of an additional large scale Interim Housing program is approximately \$2 million/ year in services and operating costs plus the cost of acquiring a building. Using a prefabricated building(s) on a city owned lot is one option that would help to keep costs down.

PERMANENT HOUSING DEVELOPMENT

Feasibility Of Tiny Homes As A Partial Solution

There is currently a great deal of interest in Tiny Houses as a solution to homelessness. Many communities around the country are using some form of Tiny Houses as part of their approach to addressing homelessness. However the definition of Tiny Houses can vary greatly from a limited interim structure to one which can be used for permanent housing.

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Unlike many communities around the country which are using Tiny Homes as part of their approach to addressing homelessness, the City of Oakland does not have land available in the quantities that would allow stand-alone Tiny Homes to significantly impact the numbers of literally homeless people on the streets. However, HSD believes that Tiny Homes can play a role in addressing homelessness in Oakland in the following ways:

1. **Tiny Homes for homeless college students:** In the 2016-2017 mid cycle budget, the City Council added \$80,000 for Laney College to design and build two Tiny Homes prototypes. These prototypes, or other Tiny Home models, could be used to house homeless college students on land provided by the college.
2. **Tiny Homes in backyards to house homeless individuals:** Some communities around the country, such as Portland OR, have changed their zoning and other codes to allow people to place Tiny Homes in their backyards if the homes are used to house homeless households for at least 5 years. In Portland's model – which will be piloted this summer, homeless families will live in the homes rent free. In exchange for housing a homeless family for five years, the property owners will get a tax abatement and the tiny house – which they'd eventually be able to use or rent out. This project is just beginning so its impact is not documented. Staff believes that this approach could be one approach for a segment of the homeless population who are fairly stable and do not need of intensive services. If the City Council wishes to pursue such a program, staff will need to complete more analysis and research regarding incentives and resolving other issues as well as figure out the likely financial costs to the City.
3. **Stackable Units:** To reach a density that will impact people who are literally on the streets, the City could consider stackable Tiny Homes. There are a variety of companies who are designing and building these units which can be put together quickly to create apartment building like complexes. These Tiny Homes could be used as Transitional/Interim Housing or as Permanent Supportive Housing. The County is currently increasing their investments in services connected to permanent housing, or tenancy sustaining services while the two recently passed bond measures may be able to provide capital dollars for the creation of stackable tiny homes, or micro units. Additional research and analysis is required to figure out costs and approaches to demonstrate feasibility.

Using 455 7th Street to house homeless individuals

The former Oakland City jail is vacant and has been for over a decade. While staff has not investigated this building specifically, there is concern about housing homeless individuals in a site formerly used as a jail, as well as the current physical condition and status of building systems. Homelessness is already stigmatized and often conflated with criminal activity. HSD feels that turning this facility into any type of homeless service would perpetuate that stigma and would be a deterrent to access for homeless individuals.

Using hotels along MacArthur Blvd

The City Administrator's office, in partnership with HSD and the Department of Housing and Community Development, has been looking into the feasibility of using hotels along MacArthur Boulevard for interim housing for homeless individuals. Currently, staff have made site visits to some of the hotels along MacArthur and have identified one hotel, the Twin Peaks, as a possible location for the City to master lease unit. In addition, other motels such as the Rodeway Inn in East Oakland are being explored as suitable housing. Staff is also looking into preservation/ conversion of Single Room Occupancy (SRO) hotels (e.g., Sutter, Mitchell, Claridge) as possible sites for permanent or interim housing. More assessment remains to be completed to determine the best use for these units in the City's continuum of homeless services.

OTHER OPTIONS

Employment Services/Job Readiness Training

Staff recommends that funding be allocated for job readiness services which specifically focus on literally homeless people who are living in encampments. Job Readiness includes skills development such as coming to work on time, getting along with supervisors and co-workers, and completing assigned tasks. There are opportunities to use these skills in encampment clean up efforts and neighborhood beautification efforts.

Funding for a pilot project is estimated at \$50,000/ year for one year to support 45 people in supportive employment, job placement as appropriate.

ADDITIONAL INFORMATION REQUESTED BY COUNCIL

Coordination with State, County and other Jurisdictions:

The City of Oakland's HSD work is tightly coordinated with larger countywide efforts to address homelessness in Alameda County. The City is an active participant in Everyone Home, the countywide effort to end homelessness in Alameda County. The City has participated in planning efforts for coordinated entry and intends to partner with the county once coordinated entry funding decisions are announced. In addition, in recent months the City and County have partnered in funding the Compassionate Communities pilot project to provide services at an existing encampment in West Oakland.

FISCAL IMPACT

Potential Strategy	Estimated Cost	Notes
Encampment Health and Safety		
Health and Hygiene Services in Place Projects	\$180,000/ year	Creation of an additional 6 sites per year
Renew Shelter Emergency Ordinance	None	Facilitates expeditious implementation of shelter/interim housing proposed here
Private Sector Coordination	Estimated \$137,000/ year	Staff person at the Program Analyst II level Coordinate donations, landlords, etc.
Create formal interdepartmental teams with specialization in homeless services	TBD, costs may include dedicated OPD and PWA teams	Staff of team includes: HSD, PWA, OPD, Fire, Transportation, CAO
Interim Housing		
Safe Haven/ Camping & Parking Sites	\$1,000,000 /year	3 sites serving 40 people each at one time
Create second Henry Robinson—interim housing tied to rapid permanent housing placements	\$2,000,000/ year for services; leasing costs for non-city owned building would be on top of this amount. Building acquisition possible through housing bond funds from KK or A1.	137 beds, approximately 300 people served over 1 year with 240 getting housed; includes 6 months post housing support (case management and financial assistance)
Permanent Housing Development		
Focus on rapid construction program models for deeply affordable units	TBD by HCD, using new bond resources	Stackable micro-units, purchase and renovation of Single Room Occupancy hotels and other similar buildings, etc.
Explore regulatory or financial relief for income restricted second units such as tiny houses		Home owners could have rental units / tiny homes tied to housing homeless residents.
Other Options/ Programs		
Coordinated Entry for Oakland	County funded	Will result in expanded street outreach and housing navigation (case management) for the most vulnerable; should lead to increased efficiencies
Employment for unsheltered residents pilot	Estimate \$50,000 for 1 year pilot, serving 46 individuals	Explore program options that use individuals who are homeless under employment training e.g. at Safe Haven sites
Develop significant investment in capital costs and services costs to address homelessness		Explore strategies being used by other cities including: <ul style="list-style-type: none"> • Public-Private campaigns (SF) • Ballot Measures to create dedicated revenue stream for homelessness (San Diego and Berkeley) • Sales Tax (LA) • Air B&B tax (Portland)

PUBLIC OUTREACH/INTEREST

This report did not require public outreach other than the posting of this report on the website.

COORDINATION

Coordination has occurred between the Human Services Department, Office of the City Attorney, Controller's Bureau, and the City Administrator's Office.

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SUSTAINABLE OPPORTUNITIES

Economic: As noted in the report, all funds identified in this report are for the purpose of providing housing and services to the homeless to eliminate and prevent homelessness. Such outcomes are achieved through rapid rehousing assistance

Environmental: The provision of housing for at-risk and homeless persons is intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

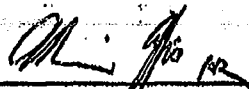
Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council review and consider the potential strategies outlined in this staff report for funding in Council's FY 2017-19 biennial budget deliberations. The investments outlined are designed to relieve human suffering due to homeless, especially for those who must live unsheltered on streets.

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services, Acting Manager, at 238-6187.

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

Prepared by: Lara Tannenbaum, Acting
Manager

Attachment A-Modeling Levels of Need
Attachment B- Definition of Housing Interventions

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Attachment A: Modelling the level of need among people experiencing homelessness in Oakland.

In the 2015 Point In Time Count for Oakland the total number of people experiencing literal homelessness (living on the streets, in shelters, in transitional housing) in Oakland was approximately 2200 individuals. Based on data from other communities around the country as well as from what we know in Oakland, we can roughly estimate that this breaks down to:

- 25% (550) of people are chronically homeless and have high levels of need. These are people who need significant levels of assistance to end their homelessness and are likely to need Permanent Supportive Housing (PSH)— housing that is both deeply affordable (20% AMI or below) and has permanent intensive services attached to each unit.
- 50% (1100) of people are medium need — requiring significant assistance to end their homelessness through time limited interventions such as Transitional Housing or Rapid Rehousing (subsidy assistance) and intensive case management.
 - We estimate that half of this population, or 550 individuals, will resolve their homelessness through these services.
 - We estimate that the other half of this population, or 550 individuals, will require on going affordable housing (at 20%-80% AMI), but may not need on going intensive services
- 25% (550) of people are low need. These are people who may have recently become homeless, who have a work history and no disability, and who could be assisted to end their episode of homelessness through interventions such as move in assistance (deposit and first month's rent), short term Rapid Rehousing subsidies, employment support, or family reunification.

When the City receives the 2017 Point In Time numbers a more robust modeling will be developed including an analysis of who is entering into homelessness, what the levels of need are, and who is exiting homelessness.

Attachment A

Attachment B: Definitions of Housing Interventions

Permanent Supportive Housing (PSH) is housing for people who are homeless and have a disability or families in which one adult or child has a disability. Supportive services designed to meet the needs of the program participants are available. PSH may be building based (an entire building) or may be scatter site (individual units around the city).

Rapid rehousing (RRH)— involves providing temporary financial assistance and services to return people experiencing homelessness to permanent housing. Core components include assistance locating housing, paying for housing and maintaining housing. Clients have a lease in their name and gradually contribute more and more towards their rent until they are able to take over the entire rental payment. RRH programs vary in length from 6 months to 24 months.

Transitional/Interim Housing refers to a supportive – yet temporary – type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, and support. Length of stay can be up to 24 months but in Oakland we have transitioned our Transitional/Interim programs to have shorter lengths of stay and have a goal of exiting people to housing within 6 months.

Emergency Shelter - is a facility whose primary purpose is to provide temporary shelter for homeless people in general or for specific populations of homeless individuals. Emergency shelters play a critical role in a crisis response system. Low barrier, permanent housing-focused shelters not only ensure that homeless individuals and families have a safe place to stay, but that their experience of homelessness is as brief as possible.

Attachment B

ATTACHMENT D - Budgets: Health and Hygiene Services in Place

	DESCRIPTION	ANNUAL COST 17/18	ANNUAL COST 18/19
Start Up Costs	k-rails, portable toilet and wash station delivery (5 sites in FY 17/18, 5 additional sites in FY 18/19)	\$78,670.00	\$78,670.00
On going costs	yearly service to portable toilets (5 sites in FY 17/18, 10 sites in FY 18/19)	\$68,820.00	\$137,640.00
Total		\$147,490.00	\$216,310.00

Safe Haven

STAFFING	DESCRIPTION	ANNUAL COST 17/18	ANNUAL COST 18/19
Site Management, Housing Navigation	Site Management: Provide general oversight of the space and activities within it; address any issues as they arise including facilities issues, conflict resolution, volunteer/donation management; Housing Navigation: link clients to benefits and resources as needed; assist with obtaining documents needed for housing; assist with housing		
Total Staffing		\$300,000.00	\$300,000.00

OPERATIONS - ON GOING COSTS	DESCRIPTION	ANNUAL COST 17/18	ANNUAL COST 18/19
On Going Operational Costs	portable toilets, wash stations; snacks, office supplies, flex funds (for obtaining client documents, etc.), laundry		
Total Operations		\$118,216.00	\$118,216.00

OPERATIONS - ONE TIME	DESCRIPTION	ANNUAL COST 17/18	ANNUAL COST 18/19
One Time costs	storage shed and bins; pre-fab office space, office equipment		
Total one-time expenditures		\$7,000.00	\$7,000.00
TOTAL ANNUAL COST		\$425,216.00	\$425,216.00

STRUCTURES - ONE TIME COSTS; 40 INDIVIDUALS @ ONE TIME			
POSSIBLE ONE-TIME EXPENDITURES	DESCRIPTION	ANNUAL COST 17/18	ANNUAL COST 18/19
Total one-time expenditures	Hard sided structures (Tuff Sheds or other); cots, bedding	\$66,000.00	\$0.00
		\$66,000.00	\$0.00

* HSD expects that we can obtain donations of goods or funding to cover some or all of these costs

Low Barrier, Interim Housing site (2nd Henry Robinson)

	DESCRIPTION	ANNUAL COST 17/18	ANNUAL COST 18/19
Support Services			
Personnel	direct service staff i.e. housing navigators, employment, resident counselors, etc.	\$632,660.00	\$632,660.00
Non-Personnel	includes client transportation, food, program supplies, after-care support	\$295,918.00	\$295,918.00
Total		\$928,578.00	\$928,578.00
Operations			
Personnel	direct service staff i.e. security, property management staff, site coordinator, etc.	\$259,902.00	\$259,902.00
Non-Personnel	utilities, furniture, communications, repairs, pest, insurance, security system, & service agreements, etc.	\$691,520.00	\$691,520.00
Total		\$951,422.00	\$951,422.00
Administration		\$120,000.00	\$120,000.00
Total Cost		\$2,000,000.00	\$2,000,000.00

Attachment D

INFORMATION ABOUT ATTACHMENT E – LIST OF PUBLICALLY OWNED LAND

The attached list is extensive and staff is still in the process of evaluating potential sites for various facilities for sanctioned safe housing and other, sanctioned camping and other projects. We have color coded the sites with the most opportunity as follows:

Green: represents the site characteristics and location that would be workable.

Yellow: represents some of the site characteristics but some aspects need more evaluation.

Red: flagged as a possible concern given certain site characteristics and location.

Please note that larger print copies of this list will be available at the Council meeting for those who are not able to view on line.

The image shows a large, dark, heavily textured rectangular area that covers the majority of the page. This area appears to be a scan artifact or a redaction, as it obscures any underlying content. The texture is grainy and uneven, with some lighter spots and darker patches. The overall appearance is that of a solid black or very dark grey block with significant noise. There are no discernible text, tables, or figures within this area.

ATTACHMENT E - List of Publicly Owned Land, Sheet 2

	M		Adeline St			Housing	9362.25		Grant Deed								
	M	7826	Hilmont Dr			Housing	11335		Tax deed								
	M	1514	West St			Housing Development	0		Judgment Deed/Executors Deed								
8-641-8-5	Active	540	17th St	CEDA	Redevelopment	Ice Center	70567		Grant Deed	CBD-X	CBD-X	91.04385279	No	No	No	No	

ATTACHMENT E - List of Publicly Owned Land, Sheet 2

1-213-1		Active	645	7th St	LEA	OPR	Jefferson Square Recreati	60000	Yes	Quit Deed - Landmark Designation 83-388	OS (NF)	OS (NF)	1,37957148	No	No	No	No	
43A-4675-2-24		Active		Fontaine St	LEA	OPR	King Estates Park	1034114.4		Grant Deed	OS (RCA)	OS (RCA)	83.96310634	No	No	No	No	Remote/Golf Links Rd and 590
43A-4675-2-31		Active	8255	Fontaine St	LEA	OPR	King Estates Park	6000		Grant Deed	OS (RCA)	OS (RCA)	83.96310634	No	No	No	No	
43A-4675-2-30		Active	8501	Fontaine St	LEA	OPR	King Estates Park	797148		Grant Deed	OS (RCA)	OS (RCA)	83.96310634	No	No	No	No	
43A-4649-72-7		Active		Fontaine St	LEA	OPR	King Estates Park	92462		duplicate entry; Grant Deed	OS (RCA)	OS (RCA)	83.96310634	No	No	No	No	
43A-4675-2-18		Active		Crest Av	LEA	OPR	King Estates Park	2570040		Grant Deed	RD-1	RD-1	947.6022381	No	No	No	No	
43A-4675-2-6		Active		Granada Av	LEA	OPR	King Estates Park	15		Grant Deed	RD-1	RD-1	947.6022381	No	No	No	No	
43A-4675-3-25		Active		Fontaine St	LEA	OPR	King Estates Park	1437000		Grant Deed	OS (RCA)	OS (RCA)	83.96310634	No	No	No	No	
2-25-1		Active	1016	10th St	LEA	OPR	Lafayette Square Park	60000			OS (SU)	OS (SU)	1.36163432	No	No	No	No	
11-836-42-2		Active		Lake Park Wv	LEA	OPR	Lake Park Mini Park	522720		Grant Deed	OS (NF)	OS (NF)	1.17502304	No	No	No	No	
11-836-41-4		Active		Grand Av	LEA	OPR	Lakeshore Park	522720			OS (NF)	OS (NF)	6.07828599	No	No	No	No	
10-764-2		Active	291	Grand Av	LEA	OPR	Lakeside Park	1001890		Grant Deed	OS (RSP)	OS (RSP)/S-4	236.5653066	No	No	No	No	
41-3901-4		Active	796	66th Av	CEDA	Real Estate Division	Land Banking	196020	Yes	Property was purchased for Land Banking in the Coliseum Redevelopment area	D-CO-2	D-CO-2	195.634532	No	No	No	No	
	M		3614	Foothill Bl	CEDA	CEDA Real Estate	Land Banking 5,252	0	Yes	was purchased by ORA for future development.								
032 2084 050 00		M	3614	Foothill Bl	CEDA	CEDA Real Estate	Land Banking 5,252	0	Yes	was purchased by ORA for future development.								
12-885-29-1		Active		40th St	PWA	Maintenance	Landscaped strip	53751		Grant Deed	RU-1	RU-1	3,27985316	No	No	No	No	
002 0060 005 00		M			LEA	Library	Library	0			Pac Ren Plaza							
2-71-1		Active	250	10th St	LEA	OPR	Lincoln Square Recreation	60000			OS (NF)	OS (NF)	2,70856217	No	No	No	No	
12-626-2		Active		Monte Vista Av	LEA	OPR	Linda Vista Park	211702		Judge deed	OS (SU)	OS (SU)	7,66221515	No	No	No	No	
	M		1055		LEA	OPR	Live Oak Pool	0		school property								
48G-7435-14-1		Active	6345	Valley View Rd	LEA	OPR	Lot, grass	29477		Steep upslope; Tax deed	RH-4	RH-4	2350.460389	No	No	No	No	
	M		1570	Grand View Dr	LEA	OPR	Lot, grass	11664		Steep downslope; Tax deed. Sold with 048-7602-014-00.								
48H-7672-9-1		Active	7361	Claremont Av	LEA	OPR	Lot, grass & Wooded	22935		Steep upslope; Gift deed	RH-4	RH-4	175,2128855	No	No	No	No	
48H-7701-2		Active		Dwight Wv	LEA	OPR	Lot, Wooded	10760		Grant Deed	RH-2	RH-2	42,1863442	No	No	No	No	
4-35-31-1		Active	1307	Chestnut St	LEA	OPR	Lowell Park	379			OS (NF)	OS (NF)/S-20	8,97845539	No	No	No	No	
4-11-6		Active	1304	Filbert St	LEA	OPR	Lowell Park	358808		Grant Deed	OS (NF)	OS (NF)/S-20	8,97845539	No	No	No	No	
4-13-16-2		Active	1026	12th St	LEA	OPR	Lowell Park	358808		Grant Deed	OS (NF)	OS (NF)/S-20	8,97845539	No	No	No	No	
4-11-3		Active	978	12th St	LEA	OPR	Lowell Park	358808			OS (NF)	OS (NF)/S-20	8,97845539	No	No	No	No	
2-89-1		Active	125	14th St	LEA	Library	Main Library Branch	0			D-LM-4	D-LM-4	25,39829422	No	No	No	No	
37-2575-17		Active	4665	Geranium Pl	PWA	PWA	Maintenance stop stabilization - Open Space	9120	No		RH-4	RH-4	2350.460389	No	No	No	No	
	M		720	2nd St			Maintenance Warehouse	40000		Sold to Port of Oakland								
11-639-23		Active		Lake Shore Av	LEA	OPR	Martiana Plaza	46000		Gift deed	OS (FMP)	OS (FMP)	0,2906033	No	No	No	No	
22-364-21		Active	2701	22nd Av	LEA	OPR	Marzanita Rec. Center	38125		Grant Deed	OS (NF)	OS (NF)	0,9641855	No	No	No	No	
36-2438-41-1		Active	4818	Allendale Av	LEA	OPR	Maxwell Park	0		Grant Deed	OS (NF)	OS (NF)	1,62353183	No	No	No	No	
36-2438-40-1		Active	4818	Allendale Av	LEA	OPR	Maxwell Park Restroom	54450		Grant Deed	OS (NF)	OS (NF)	1,62353183	No	No	No	No	
5-434-1		Active		26th St	LEA	OPR	McClaymonds Mini Park	3333	Yes		OS (AMP)	OS (AMP)	0,24843323	No	No	No	No	
5-434-35		Active		Linden St	LEA	OPR	McClaymonds Mini Park	5000	Yes	Grant Deed	OS (AMP)	OS (AMP)	0,24843323	No	No	No	No	
37-2605-91		Active		Mountain Bl	LEA	OPR	McCrea Park	65732		Director's deed	OS (SU)	OS (SU)	7,83800333	No	No	No	No	Remote / West side of Lagoon Site Bank
37-2605-87		Active		Aliso Av	LEA	OPR	McCrea Park	103890		Grant Deed	OS (SU)	OS (SU)	3,91096563	No	No	No	No	
37-2605-88		Active		Aliso Av	LEA	OPR	McCrea Park	80768		Grant Deed	OS (SU)	OS (SU)	3,91096563	No	No	No	No	
37-2605-89		Active		Mountain Bl	LEA	OPR	McCrea Park	95571		Grant Deed	OS (SU)	OS (SU)	7,83800333	No	No	No	No	
37-2605-92		Active		Mountain Bl	LEA	OPR	McCrea Park	261360		Grant Deed	RH-4	RH-4	2350.460389	No	No	No	No	
37-2605-90		Active		Mountain Bl	LEA	OPR	McCrea Park	1512403.2		Judgment Deed	OS (SU)	OS (SU)	7,83800333	No	No	No	No	
26-810-67-1		Active	3100	McKillop Rd	PWA	Maintenance	McKillop Road Slope	123361		Quit/Grant Deed	OS (NF)	OS (NF)	3,91394016	No	No	No	No	
26-810-29-1		Active	2920	McKillop Rd	PWA	Maintenance	McKillop Road Slope	41928		Quit/Grant Deed	OS (NF)	OS (NF)	3,91394016	No	No	No	No	
26-810-36		Active	2910	McKillop Rd	PWA	Maintenance	McKillop Road Slope	8988		Grant Deed	OS (NF)	OS (NF)	3,91394016	No	No	No	No	
19-83-16-2		Active	1125	28th Av	PWA	Maintenance	Median	113256		Grant Deed	M-30	M-30	28,24200844	No	No	No	No	
44-5020-6-62		Active	90	Hegenberger Rd	PWA	Maintenance	Median	60000		part of street; Grant Deed	CR-1	CR-1	122,5661813	No	No	No	No	
14-1203-17		Active		52nd St	PWA	Maintenance	Median	9150		Quit deed	RM-2	RM-2	390,7325122	No	No	No	No	
9-689-38-7		Active	426	23th St	PWA	Parking	Medical Hill Parking St	44850		Grant Deed	S-1	S-1	36,57614672	No	No	No	No	
35-2384-1		Active	4805	Foothill Bl	LEA	Library	Metrose Library	10850		Grant Deed	RU-5	RU-5	13,0488842	No	No	No	No	

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20-153-6		Active	1449	Miller Av	LEA	Library	Miller Avenue Library	11970		City owned property was transferred to ORA in January of 2012. It will go to successor agency.	RM-2	RM-2	34.22904331	No	No	No	No
		M		Hassler Wy	CEDA	Redevelopment	Mitigation Land	40552									
48F-7357-13-1		Active	6235	La Salle Av	PWA	Parking	Montclair Garage	35821		Grant Deed	CN-1	CN-1	19.27752444	No	No	No	No
48F-7362-3		Active	1687	Mountain Bl	LEA	Library	Montclair Library	8515		Gift deed	RH-4	RH-4	2350.460389	No	No	No	No
		M	2825		CEDA	Redevelopment	Montgomery Wards Bldg.	341846									
		M		Oakland Av	LEA	Parks and Recreation	Morcom Rose Garden	8877		Grant Deed							
050 0926 001 00		M		Oakland Av	LEA	Parks and Recreation	Morcom Rose Garden	8877		Grant Deed							
051 4736 008 00		M	198	Oak Rd	LEA	Parks and Recreation	Morcom Rose Garden	260924		Gift deed							
22-350-1		Active	2901	Highland Av	LEA	OPR	Morgen Plaza	18200		Judgment deed	OS (AMP)	OS (AMP)	0.67821694	No	No	No	No
002 0100 002 00		M		12th St	LEA	OPR	Multi	9734		Grant Deed							
002 0100 003 00		M		12th St	LEA	OPR	Multi	1324		Grant Deed							
002 0100 011 00		M	1220	Harrison St	LEA	OPR	Multipurpose	74474		Grant Deed							
25-662-1		Active	94801		LEA	Museum	Museum Storage	0			D-CE-3	D-CE-3/S-19	97.34195279	No	No	No	No
25-663-1		Active			LEA	Museum	Museum Storage	0		2 parcel sale	D-CE-3	D-CE-3/S-19	97.34195279	No	No	No	No
		M		Hegenberger Rd	CEDA	JPA	Network Coliseum	4527950									
		M		Hegenberger Rd	CEDA	JPA	Network Coliseum	371218									
041 3901 008 00		M		Hegenberger Rd	CEDA	JPA	Network Coliseum	4527950									
041 3901 009 00		M		Hegenberger Rd	CEDA	JPA	Network Coliseum	371218									
		M	1121	14th St	CEDA	Housing	Oak Center/Cultural Center	16090		Grant Deed							
48-6868-1-1		Active		Oak Hill Rd	PWA	Maintenance	Oak Hill Knoll	13480		Grant Deed	RH-1	RH-1	143.1037426	No	No	No	No
10-806-24-2		Active	3233	Kempton Av	LEA	OPR	Oak Park	20764		very clean and; Grant Deed	OS (AMP)	OS (AMP)	0.45770524	No	No	No	No
41-3901-7-5		Active		73rd Av	CEDA	Redevelopment	Oakland Coliseum Intercity Railroad Rear Parking	35000	No	Lot size includes parcel 041-3901-007-03	D-CO-1	D-CO-1	60.12956985	No	No	No	No
29A-1353-13-2		Active		Leimert Bl	PWA	Water Shed	oeprn space	12500	No	Purchased from Alameda County	OS (RCA)	OS (RCA)	63.11277357	No	No	No	No
48E-7350-10		Active		Park Bl	PWA	PWA	Open Space	547478	No	This parcel & parcels 48E-7349-28-2, 67-0, 48E-7349-32, 48E-7350-10, 48F-7355-19, 48F-7366-21-2 acquired from EBRPD in exchg for city-owned props 48H-7699-9, 48H-7531-1, 48D-7291-4, 29-1200-7	RH-3	RH-3/S-10	68.45129521	No	No	No	No
29A-1353-11-2		Active		Leimert Bl	PWA	water shed	Open Space	9600	No		OS (RCA)	OS (RCA)	63.11277357	No	No	No	No
48E-7348-67		Active		Park Bl	PWA		Open Space	547479	No	This parcel & parcels 48E-7349-28-2, 67-0, 48E-7349-32, 48E-7350-10, 48F-7355-19, 48F-7366-21-2 acquired from EBRPD in exchg for city-owned props 48H-7699-9, 48H-7531-1, 48D-7291-4, 29-1200-7	RH-3	RH-3/S-10	68.45129521	No	No	No	No
29-1158-11-3		Active		Butters Dr	LEA	OPR	Open Space	9827			OS (RCA)	OS (RCA)	0.24240309	No	No	No	No
48D-7244-12-3		Active		Scout Rd	PWA	PWA	Open Space	233892	No	This parcel & parcels 48E-7349-28-2, 67-0, 48E-7349-32, 48E-7350-10, 48F-7355-19, 48F-7366-21-2 acquired from EBRPD in exchg for city-owned props 48H-7699-9, 48H-7531-1, 48D-7291-4, 29-1200-7	RH-3	RH-3/S-10	68.45129521	No	No	No	No
28-906-36		Active		Lincoln Av	PWA	Maintenance	Open Space	10083		Grant Deed	CN-1	CN-1	22.93245066	No	No	No	No
48D-7258-11		Active		Castle Dr	LEA	Parks and Recreation	Open Space	16157	No	Parcel 3 of 3; Cost includes all three parcels.	OS (RCA)	OS (RCA)	10.18613806	No	No	No	No
48D-7309-27-3		Active		Moore Dr	LEA	OPR	Open Space	15340		Grant Deed	RH-3	RH-3/S-10	108.4172126	No	No	No	No
48E-7348-28-2		Active		Park Bl	PWA	PWA	Open Space	547478	No	This parcel & parcels 48E-7349-28-2, 67-0, 48E-7349-32, 48E-7350-10, 48F-7355-19, 48F-7366-21-2 acquired from EBRPD in exchg for city-owned props 48H-7699-9, 48H-7531-1, 48D-7291-4, 29-1200-7	RH-3	RH-3/S-10	108.4172126	No	No	No	No

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48F-7355-19		Active		Park Bl	PWA	PWA	Open Space	567479	No	This parcel & parcels 48E-7349-29-2, 67-9, 48E-7349-32, 48E-7350-10, 48F-7355-19, 48E-7356-21-2 acquired from EBRPD in exchng for city-owned props 48H-7699-9, 48H-7531-1, 48D-7281-4, 29-1200-7	RM-3	RM-3	4,180,5882	No	No	No	No
29-1158-6-2		Active		Butlers Dr	LEA	OPR	Open Space	12078			OS (RCA)	OS (RCA)	0,2871509	No	No	No	No

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002 0019 013 00	M	0	Castro St	CEDA	Redevelopment	Preservation Park	4770												
002 0019 014 00	M	0	Castro St	CEDA	Redevelopment	Preservation Park	5513												
002 0019 015 00	M	0	Castro St	CEDA	Redevelopment	Preservation Park	4346												
002 0019 016 00	M	0	Castro St	CEDA	Redevelopment	Preservation Park	7850												
002 0019 017 00	M	0	12th St	CEDA	Redevelopment	Preservation Park	5148												
002 0019 018 00	M	0	12th St	CEDA	Redevelopment	Preservation Park	4000												
002 0019 019 00	M	0	12th St	CEDA	Redevelopment	Preservation Park	4400												
002 0019 020 00	M	0	12th St	CEDA	Redevelopment	Preservation Park	10400												
002 0019 021 00	M	0	12th St	CEDA	Redevelopment	Preservation Park	3848												
002 0019 022 00	M	0		CEDA	Redevelopment	Preservation Park	5928												
002 0019 023 00	M	0		CEDA	Redevelopment	Preservation Park	7895												
002 0019 024 00	M	0		CEDA	Redevelopment	Preservation Park	5103												
	M	654	13th St	CEDA	Redevelopment	Preservation Park	9282												
	M	660	13th St	CEDA	Redevelopment	Preservation Park	9348												
	M	672	13th St	CEDA	Redevelopment	Preservation Park	7212												
	M	678	13th St	CEDA	Redevelopment	Preservation Park	5570												
	M	0	Castro St	CEDA	Redevelopment	Preservation Park	6679												
	M	0	Castro St	CEDA	Redevelopment	Preservation Park	4770												
	M	0	Castro St	CEDA	Redevelopment	Preservation Park	5513												
	M	0	Castro St	CEDA	Redevelopment	Preservation Park	4346												
	M	0	Castro St	CEDA	Redevelopment	Preservation Park	7850												
	M	0	12th St	CEDA	Redevelopment	Preservation Park	5148												
	M	0	12th St	CEDA	Redevelopment	Preservation Park	4000												
	M	0	12th St	CEDA	Redevelopment	Preservation Park	4400												
	M	0	12th St	CEDA	Redevelopment	Preservation Park	10400												
	M	0	12th St	CEDA	Redevelopment	Preservation Park	3848												
	M	0		CEDA	Redevelopment	Preservation Park	5928												
	M	0		CEDA	Redevelopment	Preservation Park	7895												
	M	0		CEDA	Redevelopment	Preservation Park	5103												
38-3201-18	Active	6015	Bancroft Av	PWA	Maintenance	Private Yard	65680		Grant Deed	RU-4	RU-4	23,25207583	No	No	No	No			
47-5576-7-3	Active	10451	Macarthur Bl	CEDA	ORA	Project	20000	No		CN-3	CN-3	6,22200887	No	No	No	No			
46-5475-4-1	Active	2309		PWA	Maintenance	Public Housing	0			RM-3	RM-3	30,28762062	No	No	No	No			
46-5475-3-1	Active	2315		PWA	Maintenance	Public Housing	0			RM-3	RM-3	30,28762062	No	No	No	No			
30-1869-58-3	Active		Aliso Av	LEA	OPR	Redwood Heights Rec Center	12490		Grant Deed	OS (NP)	OS (NP)	2,86753547	No	No	No	No			
30-1869-34-4	Active	3731	Redwood Rd	LEA	OPR	Redwood Heights Rec Center	98970		Grant Deed	OS (NP)	OS (NP)	2,86753547	No	No	No	No			
29-1090-14-2	Active	3724	Redwood Rd	LEA	OPR	Redwood Heights Rec Center	3037			RD-1	RD-1	976,6397925	No	No	No	No			
488-7125-2	Active	4889	Broadway	LEA	OPR	Remnant	43560		Gift deed	OS (LP)	OS (LP)	0,44214798	No	No	No	No			Not Viable/ Broadway Terr neighborhood
47-5556-19-3	Active		100th Av	PWA	Maintenance	Remnant	0		Grant Deed	RD-1	RD-1	262,0781811	No	No	No	No			Not Viable/ Strip of Land
45-5303-1	Active	550	98th Ave	PWA	Maintenance	Remnant	0		Brick Wall to s	RD-1	RD-1	425,0996644	No	No	No	No			Half street (98th Ave), Half land
48-6869-1	Active		Skyline Bl	PWA	Maintenance	Remnant	26280		Gift deed	RH-3	RH-3	54,28448334	No	No	No	No			
47-5557-20-3	Active		103rd Av	PWA	Maintenance	Remnant	0			RD-1	RD-1	262,0781811	No	No	No	No			
45-5299-18	Active	382		PWA	Maintenance	Remnant	0		Brick Wall to s	RD-1	RD-1	425,0996644	No	No	No	No			
47-5558-37-3	Active		Bancroft Av	PWA	Maintenance	Remnant	14420		Grant Deed	RM-3	RM-3	5,79968539	No	No	No	No			
48-6869-5	Active		Skyline Bl	PWA	Maintenance	Remnant	47418			RH-3	RH-3	54,28448334	No	No	No	No			
45-5299-17	Active	376		PWA	Maintenance	Remnant	0		Brick Wall to s	RD-1	RD-1	425,0996644	No	No	No	No			

ATTACHMENT E - List of Publicly Owned Land, Sheet 2

		M	585	Moraga Ave 8th St				0										
		M	555	12th St				60000	Grant Deed; formerly 002-0035-006 through 015									
		M	575	15th St				0										
		M	743	Walker Av				0										
		M	3258	Grand Av				9440	Grant Deed									
		M	1624	Trestle Glen Rd				0										
		M	1027	60th Av				13000										
		M	6121	San Pablo Av				0										
		M	2333	23rd Av	Housing Authority			0										
		M		Park Bl				13795	Grant Deed; Acquisition dates: 02/26/1952 and 11/13/1949									
		M	3402	Davis St				0										
		M	2670	63rd Av				0										
		M	2583	62nd Av				0										
		M	2521	60th Av				0										
		M	1431	82nd Av				5,000										
		M	1425	82nd Av				5,000										
		M	1419	82nd Av				5,000										
		M	1416	81st Av				0										
		M	1428	81st Av				5000	Grant Deed									
		M	1153	79th Av				3,675										
		M	1153	78th Av				3267.8	Grant Deed									
		M	1236	67th Av				0										
		M	2282	33rd Av				3542	Grant Deed									
		M	9518	E St				23216	Trustee's deed									
		M	9340	KCity Ln				3,500										
		M	10828	Peamain St				0										
		M	210	98th Av				0										
		M	667	Douglas Av				5,000										
		M	667	Douglas Av				0										
		M	565	Douglas Av				5,000										
		M	565	Douglas Av				0										
		M	414	Douglas Av				3,027										
		M	820	Peralta Av				0										
		M	2200	Harbor Bay Pkwy	Port of Oakland			0										
		M	7832	Hillmont Dr				11984										
		M	8215	Golf Links Rd				0										
		M		Bay Forest Dr				0										
		M	10001	Doolittle Dr	Port Property			0										
		M	10001	Doolittle Dr	Port Property			0										
077A 0745 033 02	3-67-2	Active	Active		City Hall Pz	PWA	Muni Bldgs.	Frank Ogawa Plaza	448086			OS (SU)	OS (SU)	0.8092958	No	No	No	No
	8-623-6-1	Active	Active	1731	Franklin St	PWA	Traffic Eng.	Franklin Garage	45000	Grant deed		CBD-P	CBD-P	72.073068	No	No	No	No



CITY OF OAKLAND

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2017 SEP 14 PM 4:52

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Christine Daniel
Assistant City Administrator

SUBJECT: Report on Serving the Unsheltered
Residents of Oakland

DATE: September 8, 2017

City Administrator Approval

OK - 9/15/17 SBL

Date:

9/14/17

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report Regarding Pilot Programs To Temporarily House The Unsheltered On Identified City Owned Or Controlled Properties That Includes A Cost Analysis And Discussion Of Alternatives That Include Enlisting The Help Of Organizations Such As Feed The People And The Village.

EXECUTIVE SUMMARY

The unsheltered population in Oakland has increased by 30 percent since 2015 and the City Council identified and provided funding for multiple strategies in the Fiscal Year (FY) 2018-19 budget to address this crisis. One of those strategies is the creation of a Safe Haven. This report provides an update on staff efforts at launching a Safe Haven including potential locations and the anticipated structure of services provided at the site. Additionally, this report explores the alternative concept of a sanctioned encampment model with services provided by a community group as presented in July at the Life Enrichment Committee by advocates from Feed the People/The Village.

BACKGROUND / LEGISLATIVE HISTORY

The Life Enrichment Committee (LEC) received a report in April, 2017 with funding recommendations to reduce homelessness in Oakland that included several strategies, including the concept of a pilot Safe Haven. The Council subsequently provided funding for operation of one site in the adopted 2017-19 budget. Staff has been developing this model based on the experience of the Compassionate Communities pilot and is currently seeking an appropriate location for the Center.

On July 11, 2017, the LEC also received a presentation from Feed the People/The Village organizers on an encampment model that would allow for publicly controlled land to be used by this group of people to manage an encampment with little to no City involvement to immediately reduce the number of encamped individuals on sidewalks and in the public right-of-way.

Item: _____
Life Enrichment Committee
September 26, 2017

The Committee asked staff to return with a list of identified City owned properties and a cost analysis to explore pilot programs to temporarily house the unsheltered with the help of organizers such as Feed the People and the Village. This report includes an update on the development of the Safe Haven, parcels the City has identified, and an analysis of the alternative proposed by The Village/Feed the People.

ANALYSIS AND POLICY ALTERNATIVES

Staff experience indicates that it is essential to provide dedicated and consistent support and services to the unsheltered population in Oakland to be successful at moving them off the streets and into permanent housing. Models of wrap around services such as those provided at the Henry Robinson Multi Services Center have proven to be very effective. However, they are not currently at the scale needed to address the recent increase in the unsheltered population. Providing a structured level of support at an outdoor site allows for provision of intensified services and support to stabilize campers, connect them to mainstream resources, connect them to the new Coordinated Entry System to access housing resources, assist them to become "document ready" for housing (e.g., identification, proof of income, paperwork completion, etc.) and assist them to move to permanent housing or appropriate transitional housing as it is available.

Safe Haven Structure:

The Safe Haven will be similar to the initial Compassionate Communities Pilot, but will incorporate our learning from that pilot including the need for 24-hour site management (services staff during the day and security staff on evenings and weekends) and controlled access to the site. Dedicated and consistent support and intervention services are essential to this approach and involve an ongoing City cost. Staff anticipates that this site will serve 40 people at a time for stays of up to 6 months. Access to housing resources will be allocated through the coordinated entry/prioritization process, meaning that some residents will receive homeless specific housing assistance and others will be assisted to increase income, access mainstream housing, and/or reunify with friends and family. Not all people will end their homelessness through this strategy.

Similar to the Compassionate Communities pilot, the site will have portable toilets, wash stations, and regular garbage pickup. The ideal size for a Safe Haven is 12-14,000 square feet. Since the need for site control was a major lesson learned in the Compassionate Communities pilot, staff is recommending the City contract with a nonprofit agency to provide site management activities (coordination with other service providers, weekly community meetings, managing site cleanliness) and to provide security staff during times when other staff are not present, thus ensuring that only program participants are accessing the Safe Haven site. The City will also contract with a nonprofit agency to provide intensive street based housing navigation services to occupants of the site. The City is already in conversation with current service providers who worked on the Compassionate Communities pilot and they have indicated an interest in managing the site and providing appropriate services. Once the site is selected and prepared, staff would return to Council for a contract modification with those providers.

Rather than tents, if funding allows, the Safe Haven will use more substantial modular units (such as "Tuff Sheds") that have doors and windows and can accommodate two people. These units have the advantage of being more durable and offering more weather protection and security. Staff recommends using modular units due to their weather protection, durability, stability, and capacity to create an organized arrangement.

Safe Haven Locations: The City has been evaluating locations to situate a Safe Haven, seeking one where the impact to the surrounding community can be managed and a cleaner and safer environment for housed and unhoused residents can be maintained. Below is a summary of the status of four sites:

34th and Mandela: This location is an unused Caltrans parcel that is paved, fenced and approximately 46,000 square feet. Although larger than what would be needed for a Safe Haven, the site would require very little preparation to begin the Safe Haven and is in an area close to two large encampments. Staff believe that efforts to encourage people from those encampments to move to this location would be successful due to the services available at the site. Staff had positive initial discussions with Caltrans, including negotiating a draft lease. *However, this location is no longer available due to an upcoming potential construction project at the MacArthur Maze; Caltrans has removed this location from the rental and sales market.*

3831 Martin Luther King Jr. Way: This City owned lot is slated for future development of affordable housing units and is approximately 10,000 square feet. It is slightly smaller than the ideal and would require some paving and the removal of vehicles that are owned by tenants of an adjacent apartment building who park there illegally. It is across from an auto repair shop and to the south is a vacant, privately owned parcel with boarded up units. This site has access to utilities and could be used almost immediately.

East 12th Street and 23rd Avenue: This site is a City-owned remainder parcel that is approximately 64,000 square feet and already has a homeless encampment located on it. The City is adding sanitation services for the encamped at this site. The site is flat and open and the closest neighbor is an auto repair business; there are no residential uses nearby. The site is unpaved which could be problematic during the rainy season therefore some paving and other site prep would be required. Access to utilities must also be confirmed.

6th Street from Castro to Brush: This is an approximately 54,000-square foot parcel that is zoned for residential use and was recently sold by Caltrans to a private party. It is bordered by and adjacent to one of the largest homeless encampments in the City and the closest neighbor is the Kinetic Arts Institute at 7th and Brush. Staff met with the new owner of the parcel and he indicated interest in leasing all or a portion of the lot to the City until his development project is ready to build, which likely would be at least 18-24 months from now. However, staff has learned that the owner just entered into a lease with PG&E for the lot. Staff has contacted PG&E to assess opportunities for sharing the site and are waiting for a response. Preparation of the lot would require vegetation removal, paving and temporary utility installation.

Annual Costs:

Staffing: includes site management staff, security, a housing specialist, housing navigators, and a part time program coordinator for a total annual cost of \$354,462.

Operations: includes portable toilets, garbage service, laundry, supplies, and miscellaneous client services for a total annual cost of \$118,216.

One-time costs: includes fencing, office space, furniture, and storage facilities for a total cost of \$9,132.

One-time costs for "Tuff Sheds": including cots, sheets and blankets is \$69,520.

Total: the combined one-time and annual cost is \$551,330. See Attachment A for a more detailed budget.

Alternative Model:

The Village/Feed the People presentation to LEC in July offered up an alternative model in which the City allows for an organization to create a sanctioned encampment on City owned or controlled land. This model relies heavily on volunteer efforts at encampment management, the provision of sanitary facilities, food distribution, and security. Organizers reference the creation of the Village Encampment in Grove Shafter Park in January. A key component of this approach is that it is initially less costly than the Safe Haven model because it does not include the services described above. It would be a community operated model that could quickly move people off streets and sidewalks, but without the wrap around services to enable people to access transitional or permanent supportive housing through the County and City providers. There are real costs associated with such a model including the portable toilets, garbage service, security, and supplies as noted above in the costs analysis for the Safe Haven.

Using the Shelter Crisis Ordinance, to be considered by the City Council on September 19th, this model could be allowed on public land or publicly controlled land, regardless of the zoning, due to the suspension of zoning laws allowed under the ordinance. However, the City would require the entity operating the site to execute an agreement regarding the size and duration of the site, the security and the sanitation management plan.

Similar to the provider selected to operate the Safe Haven, the operator of a sanctioned community-operated site would be required to indemnify the City with a general commercial liability policy with appropriate limits. Also, a clear set of rules including a prohibition on violations of the law, would be required to be posted and enforced by the provider at the site. The provider would be required to allow access by City officials such as fire or building inspectors to ensure the site is being operated in compliance with those established rules and if violations went uncorrected, the City would reserve the right to close the site.

Again, staff experience indicates that it is essential to provide dedicated and consistent support and intervention services to the unsheltered population in Oakland to be successful at moving them off the streets and into permanent housing. The community operated model may be more affordable but it does not replace the service levels and expertise generally recognized as

needed to move highly vulnerable people out of homelessness permanently, particularly those with multiple disabilities. With that in mind, the duration of a community operated model is also a significant concern for staff because of the potential problems associated with a long term sanctioned encampment becoming entrenched at a city site without a clear path to resolution and housing for its participants. These current proposals for Safe Havens and other such sites are emergency measures and should not be viewed as a permanent "housing" strategy or solution.

Additional Location Considerations:

Advocates have raised the idea of allowing encampments in the City's Parks and on other city owned parcels. In the City's General Plan, the Open Space Conservation and Recreation Element (OSCAR) contains principles regarding the preservation and use of parks. Among those principles are the following:

"Oakland's existing parks should be regarded as a limited and precious resource. They should be carefully managed and conserved in the future. Zoning and Master Planning should be used to protect and manage park resources."

"Oakland's parks should support a wide range of passive and active recreational activities."

"A priority must be placed on making the parks safe. While a range of physical and law enforcement solutions can be explored, the single most effective solution to crime in parks is to increase legitimate use of the parks."

Parks where homeless encampments have developed recently have created a variety of access problems to park waterways, usage of children's play structures, and dog parks. Additionally, damage caused by encampments has increased costs and safety concerns for staff responsible for maintaining park and recreation facilities.

If the Council wishes to pursue the use of City parks as Safe Haven locations, staff recommends that the Parks and Recreation Advisory Commission be engaged in reviewing that option. This Commission is responsible for advising the Mayor, Council, City Administrator, and the Oakland Parks and Recreation Department on all matters relating to the general policy and operation of the parks and recreation system.

A list of all City owned property was included in the April 2017 staff report to the LEC. Staff has examined that list and assessed locations based on: proximity to existing encampments, services, and transit and adjacency to sensitive uses to determine the likelihood that these locations would be suitable for an encampment. The list of viable locations is fairly limited but staff will continue to review these locations and to take into consideration any locations recommended by the community.

FISCAL IMPACT

This is an informational report and therefore has no fiscal impact. The City's adopted FY2017-19 budget appropriated \$450,000 per year for two years for a Safe Haven. The costs associated with a community operated model are variable depending on the ability of a non-profit entity to meet the basic requirements of the site including sanitation, security, and insurance costs.

PUBLIC OUTREACH / INTEREST

In early February, City staff began meeting with advocates who had been involved with the Village/Feed the People Project and as the group evolved has been named the Homeless Advocacy Working Group. This group includes many Oakland residents who have a strong interest in serving the unsheltered population. They provide input on a regular basis both in meetings and on-site at encampment cleaning operations to provide a stronger voice for the unsheltered community. Their support and advocacy has broadened the City's perspective on the best methods to serve this population.

COORDINATION

Several City Departments are involved with the recently created Encampment Management Team including the Human Services Department, the Public Works Department, the Fire Department, the Police Department, the City Administrator's Office and the Mayor's Office. Also, the Human Services Department holds extensive collaborative and funding relationships with County agencies and the non-profit service providers who serve the unsheltered population in Oakland.

SUSTAINABLE OPPORTUNITIES

Economic: Providing housing and services to the homeless to eliminate and prevent homelessness is an investment that has an immeasurable return when the impact it has on the lives of those individuals and the community at large is taken into consideration.

Environmental: The provision of housing for at-risk and homeless persons is intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

For questions regarding this report, please contact Joe DeVries, Assistant to the City Administrator, at 238-3803.

Respectfully submitted,



Christine Daniel
Assistant City Administrator

Prepared by:
Joe DeVries, Assistant to the City Administrator
Lara Tannenbaum, Community Housing
Services, Acting Manager, Human Services
Department

Attachments:
Detailed Budget

Item: _____
Life Enrichment Committee
September 26, 2017

SAFE HAVEN PILOT PROGRAM- 40 INDIVIDUALS @ ONE TIME				
** Items that are straight purchases, rather than funded services, would move forward more quickly and in some cases more affordably if funded by an outside entity.				
Total cost for these purchased items = approximately	\$279,164			

ITEM	DESCRIPTION	COST	PERIODIC COST	ONE-TIME COST	Notes
Site Management 9am-5pm	Provide general oversight of the space; engaging individuals on site, regularly informing them of upcoming providers, programs, and/or other community services available to them, and addressing any issues as they arise including facilities issues, conflict resolution, or reaching out to providers that the clients are seeking.	\$25 per hour with fringe already folded into hourly rate; 40 hours per week.	\$1000 per week	\$52,000	
Site Monitors /Security (5pm-9am) - 1 person per shift	Provide general safety and oversight of the space; sign clients in and out, provide basic information and referrals as needed between the hours of 5pm and 9am	\$27.00 per hour with fringe already folded into hourly rate; 128 hours per week.	\$3,456.00	\$179,712 **	
Housing Navigators (Case Managers) 1.25 FTE	Build relationships with clients; link clients to benefits and resources as needed; assist with obtaining documents needed for housing; manage RRH subsidy process; 1:30 ratio	\$30 per hour with fringe already folded into hourly rate; 40 hours per week.	\$1,500 per week	\$78,000	
Site & Program Coordinator .25 FTE	Hire, train, supervise staff, ensure adequate staffing, attend planning/implementation meetings, etc.		\$360 per week	\$18,750	
Housing Specialists; .5 FTE	Cultivate landlord relationships; identify safe, decent, and affordable housing; provide tenant/landlord mediation post housing; 1:30 ratio	\$25 per hour with fringe already folded into hourly rate; 20 hours per week.	500	\$26,000	
Janitorial Staff	Activity completed by residents organized by the site coordinators as a weekly activity no need to hire for this task.			\$0	
ONE-TIME PURCHASES					
ITEM	DESCRIPTION	COST	PERIODIC COST	ONE-TIME COST	Notes
Storage Sheds for clients' belongings	4 units; 10 x12; 10 clients share one unit of storage; (two storage bins per client); \$510 each with tax & delivery (may be able to ask businesses or Faith based organizations to "adopt" a shed and pay for the cost; can pick up ourselves to save on cost)	\$2,040 one-time cost		\$2,040 **	
Storage Boxes for clients	80 total; 2 per client to place in sheds (there would be schedule to access belongings daily); 18 gallon tub with lid; \$7 per bin	\$560 one-time cost		\$560 **	
Office Space for the Housing Navigators/Site Management	1 unit; 12 x 12 x 8'6"; can hold up to two staff @ one time; \$3,300 (may be able to ask businesses or Faith based organizations to "adopt" a shed and pay for the cost)	\$3,300 one-time cost		\$3,300 **	
Office Start-up	1 laptop/tablet, printer, phone, wifi capability.	\$1,000		\$1,032 **	
Desks/Chairs	Human Services Department in kind			\$0	
Fencing	8 foot high to cover approx 12,00 square feet; gate	approx \$5.00 per foot x 440 feet of fence		\$2,200 **	
OPERATIONS					
Portable Toilets	2 units (1 ADA); 1 sink, cleaning three times per week, soap/paper supplies	\$891.50 per 28 day billing cycle; Citywide contract rate		\$11,616	
Food	Light morning and evening snack; (ask businesses or Faith based organizations to contribute/donate towards cost or provide meals?)	\$5 x person x per day	\$1400 per week	\$72,800	

Garbage Pick Up	Provided in-kind by Public Works/Illegal Dumping/Waste Management			\$0
Supplies	Office and Siter, wifi & cellular accounts, printer paper & ink, garbage bags, cleaning supplies, etc.		\$100 per week	\$5,200
Client Services	Housing documents, per food, transportation assistance.		\$150 total per week	\$7,800
Laundry Services	To encourage health and hygiene - laundry cards given weekly		\$400 per week	\$20,800 **



TUFF SHEET/HEAD SIDED STRUCTURES ONE TIME COSTS - 40 INDIVIDUALS @ ONE TIME				
ONE TIME COSTS				
Tuff Sheath for client shelter	20 units; 10 x 12 x 8'6"; occupancy 2 per unit; total \$3,300 each (ask businesses or Faith based organizations to "adopt" a sheet and pay for the cost)		\$65,000 one-time cost	\$66,000.00 **
Cots	60 total; 1 per client; 20 extra for wear and tear/replacement; \$40 per unit including shipping		\$2,400 one-time cost	\$2,400.00 **
Blankets	120 total; 2 per client; 40 extra for wear and tear/washing/replacement; \$7 per unit including shipping		\$840 one-time cost	\$840.00 **
Shoes	80 total; 1 per client; 40 extra for wear and tear/washing/replacement; \$3.50 per unit including shipping		\$280 one-time cost	\$280.00 **



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2017 OCT 12 PM 3:52

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Grant Agreements with Non-Profit
Organizations To Administer Safe
Haven Outdoor Navigation Centers

DATE: October 9, 2017

City Administrator Approval

Date:

10/12/17

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:

1. **Enter Into A Grant Agreement With Bay Area Community Services In An Amount Not To Exceed \$200,000 Each Year for Fiscal Year (FY) 2017-2018 and FY 2018-2019 To Provide Housing Navigation Services At An Outdoor Navigation Center Site; And**
2. **Enter Into A Grant Agreement With Operation Dignity In An Amount Not To Exceed \$300,000 Each Year for FY 2017-2018 and FY 2018-2019 To Provide Site Management Services At An Outdoor Navigation Center Site; And**
3. **Accept And Appropriate Any Funds For Outdoor Navigation Center Services That May Become Available From Alameda County, The City Of Emeryville, And Any Other Sources Without Returning To Council For The Period of FY 2017-208 and FY 2018-2019; And**
4. **Amend The Above Grant Agreements To Increase The Grant Amounts For Additional Outdoor Navigation Center Services And Efforts Without Returning To Council Within The Grant Term of FY 2017-208 and FY 2018-2019.**

EXECUTIVE SUMMARY

The unsheltered population in Oakland has reached a crisis proportion, increasing by 30% since 2015 to 1902 individuals in the 2017 Homeless Point In Time Count. The City Council has identified and provided funding for multiple strategies in the FY2018-19 budget to address this crisis. One of those strategies is the creation of a Safe Haven Outdoor Navigation Center. The total cost of each site is estimated to be \$514,000 with additional one time costs of approximately \$80,000. This report builds upon previous reports and recommends that the Council authorize the City Administrator to enter into grant agreements with Operation Dignity to provide site management services (community building, site security, coordination with other

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Life Enrichment Committee
October 24, 2016

abrina B. Landreth, City Administrator

Subject: Grant Agreements with Non-Profit Organizations To Administer Safe Haven Outdoor Navigation Centers

Date: September 28, 2017

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providers to come on site) and Bay Area Community Services to provide Housing Navigation services at Safe Haven Outdoor Navigation Center(s).

BACKGROUND/LEGISLATIVE HISTORY

In the last eighteen months, there have been several staff reports to the City Council informing and recommending options for addressing the issue of homelessness within Oakland. These reports have resulted in the City Council providing funding for a Safe Haven Outdoor Navigation Center and enhance existing strategies for ending homelessness.

- On January 5th, 2016 the City Council passed an ordinance, 13348 C.M.S. declaring a homeless shelter crisis in the City of Oakland and suspending planning, zoning and other permit requirements for additional homeless shelters. This ordinance was in effect until January 5, 2017.
- On January 7th, 2016, an informational report on the Homeless Crisis in the City of Oakland was presented to the City Council. That report outlined six investment options for the City Council to consider. **Attached as Attachment A.**
- On October 3, 2016, the City's Compassionate Communities Pilot began and the City Council adopted a resolution that allowed the City Administrator to enter into grant agreements with Bay Area Community Services (BACS) for the provision of services to homeless residents in an encampment at 35th Street and Peralta Avenue. This pilot was explained in detail in the Analysis Section of this report. **Attached as Attachment B.**
- On April 13, 2017, an informational report on the Funding Strategies To Reduce Homelessness in Oakland outlining funding options for Encampment Health and Safety, Interim Housing, Permanent Housing Development, and Other Options/Programs. **Attached as Attachment C.**
- On May 23, 2017, a supplemental report was presented to the Council further outlining the Safe Haven Outdoor Navigation Center model. As part of this report, the Safe Haven Outdoor Navigation Center Program was funded. **Attached as Attachment D.**
- On 10/3/17, a report and recommendation was accepted by the City Council to move forward with one or more safe haven sites. **Attached as Attachments E1 and E2.**
- On October 3, 2017 the City Council passed an ordinance declaring a shelter crisis in the City of Oakland and authorizing the City Administrator to suspend provisions of state or local regulatory statutes, regulations, and ordinances prescribing standards of housing, health or safety for additional shelter facilities if needed.

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ANALYSIS AND POLICY ALTERNATIVES

Safe Haven Outdoor Navigation Centers can take many forms. What most models have in common are:

1. The ability to be extremely low barrier with very few rules and restrictions.
2. The ability to accept entire encampments or groups of people together.
3. Willingness to accommodate people's personal belongings and provide safe storage.
4. Accepting people's pets,
5. Access to toilets and showers.
6. Staffing and services that are adequate to ensure safety within the site and to ensure that people get linked quickly to services and housing.

Safe Haven Outdoor Navigation Centers provide a mechanism for intensifying services to unsheltered individuals. The implementation of a Safe Haven Outdoor Navigation Center on a property, along with portable toilets, showers, storage units, portable office space and portable common space will offer a nexus of services all working towards ending the unsheltered status for those participating.

Model

Staff is working with providers to finalize the operational model. Staff recommends that the initial site admit residents by combining geographically focused and high priority participation. The site will have some proportion of the beds reserved for individuals from specific encampments / geographic locations and other beds reserved for the highest priority individuals referred to the site via the coordinated entry/prioritization system. This model will allow for some geographically driven interventions and an alignment to the coordinated entry/prioritization process. Access to housing resources will be allocated through the coordinated entry/prioritization process meaning that some residents will receive homeless specific housing assistance and others will be assisted to increase income, access mainstream housing, and/or reunify with friends and family. Not all people will end their homelessness through this safe haven strategy. As people exit for housing, additional people will move in.

Impact

The Safe Haven Outdoor Navigation Center provides stability, safety, and services. By providing people with a sanctioned place to be, it ends the costly cycle of abating encampments and having them re-form down the block or around the corner.

Having people living in a specific location reduces the impact of unsanctioned encampments on other neighborhood residents and reduces the impact on the encampment residents of unsafe and unsanitary living conditions. An Interim Housing model provides increased safety and improved health and hygiene for its residents. It also provides a platform to engage clients further in services and housing.

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FISCAL IMPACT

The funds are available in the amount of up to \$1,022,120 for the Safe Haven Outdoor Navigation Center for Fiscal Year 2017/2018 and 2018/2019 as identified in the table below:

Safe Haven Funding					
Fund	Organization	Account	Project	Source	Amount
1870 Affordable Housing Trust Fund	78411 Community Housing Services	54919 Miscellaneous Contract	1003811	Safe Haven FY 17/18	\$450,000
1010 General Fund	78411 Community Housing Services	54919 Miscellaneous Contract	1003811	Safe Haven FY 18/19	\$450,000
1010 General Fund	78411 Community Housing Services	54919 Miscellaneous Contract	1001119	Homeless Pilot Project	\$122,120 Estimated amount for FY 2017-2018 and 2018-2019 contingent upon availability of funding
TOTAL					Up To \$1,022,120

These funds will be allocated to grant agreements with Bay Area Community Services (BACS) in an amount not to exceed \$200,000 each year of FY 2017-2018 and FY 2018-2019 to provide housing navigation services, and to Operation Dignity (OD) in an amount not to exceed \$300,000 each year in FY 2017-2018 and 2018-2019 to provide site management services at a safe haven outdoor navigation center site.

The City is actively seeking partnerships with other jurisdictions and with private and corporate funders for the creation of additional safe haven outdoor navigation center sites. If additional funding is secured the City Administrator's office is seeking authority to accept and appropriate any additional funding for outdoor navigation center services without returning to Council for the period of FY 2017-2018 and FY 2018-2019.

The proposed resolution also authorizes the City Administrator to amend the grant agreements with OD and BACS to increase the grant amount without returning to City Council within the grant term of FY 2017-2018 and FY 2018-2019.

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PUBLIC OUTREACH/INTEREST

This report did not require public outreach other than the posting of this report on the website.

COORDINATION

Coordination on the proposed resolution has occurred between the Human Services Department, Office of the City Attorney, Controller's Bureau, and the City Administrator's Office.

PAST PERFORMANCE

Bay Area Community Services (BACS) and Operation Dignity (OD) are current grantees in the City's service provision for unsheltered homeless individuals, partners in the City's Coordinate Entry System (CES), and longtime non-profit operators of social services in the Bay Area and Oakland (BACS established in 1953, OD established in 1993).

Both BACS and Operations Dignity were the City's partners during the Compassionate Communities Pilot project which was in operation between October 2016 and April 2017. In their roles as Housing Navigators, BACS demonstrated competency, consistency, and expertise in serving the population while remaining flexible to the circumstances of a new service model, learning collaborative, and cross agency and departmental partnership. BACS served 40+ participants as part of the Compassionate Communities Pilot and supported the following outcomes at pilot end:

- 24 clients of the original cohort of 40 were housed
 - 8 moved into permanent housing
 - 16 moved into transitional housing at the Housing First Support Network (HFSN)

In a follow-up conducted in August 2017 on the status for those 24 who were housed was:

- 10 remain in transitional housing.
- 10 are in permanent housing.
- 2 dis-engaged with services.
- 1 is incarcerated.
- 1 deceased.

Operation Dignity's (OD) role in the Compassionate Communities Pilot was a concentrated extension of their existing Homeless Mobile Outreach Program (HMOP) currently provided pursuant to a grant agreement with the City of Oakland. Operation Dignity also demonstrated competency, consistency, and expertise in serving the population while remaining flexible to the circumstances of a new service model, learning collaborative, and cross agency and departmental partnership.

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OD's role was fundamental to the site's management including but not limited to; outreaching before implementation, helping to set the tone of the site by working with the existing relationships they had with the cohort, supporting communication between the City and the site residents, assisting in the implementation of policy around cleaning and garbage removal, assisting in tracking the site's physical configuration of residents' tents, and supported the BACS team in every way. These were in addition to their regular operations of street based case management and harm reduction outreach. During the FY 2016/2017 program year, Operation Dignity's HMOP distributed more than 52,000 units of harm reduction, and more than 15,000 outreach and intensive case management efforts were provided to unsheltered persons and those living in homeless encampments in Oakland.

- In FY 2016-2017 the Homeless Mobile Outreach Program (HMOP) conducted 186 new field intakes and has 521 homeless households in their database (538 individuals).
- Harm Reduction units include food, hygiene kits, blankets, water, and resources and referrals to relevant agencies and services.
- HMOP performed site assessments and clean-ups at encampments 159 times.
- 14 Homeless Mobile Outreach clients exited to permanent housing, and 5 clients exited to temporary or transitional housing.

SUSTAINABLE OPPORTUNITIES

Economic: As noted in the report, all funds identified in this report are for the purpose of providing services and safe space to the unsheltered homeless in a Safe Haven Outdoor Navigation Center site.

Environmental: The provision of a Safe Haven Outdoor Navigation Center is intended to address the environmental degradation caused by homeless families and individuals precariously housed or living on the streets.

Social Equity: The expenditure of these funds is targeted to the most vulnerable and at-risk populations in this City and is providing essential and basic human services, housing and support.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:

1. Enter Into A Grant Agreement With Bay Area Community Services In An Amount Not To Exceed \$200,000 Each Year for Fiscal Year (FY) 2017-2018 and FY 2018-2019 To Provide Housing Navigation Services At An Outdoor Navigation Center Site; And

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Sabrina B. Landreth, City Administrator

Subject: Grant Agreements with Non-Profit Organizations To Administer Safe Haven Outdoor

Navigation Centers

Date: September 28, 2017

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2. Enter Into A Grant Agreement With Operation Dignity In An Amount Not To Exceed \$300,000 Each Year for FY 2017-2018 and FY 2018-2019 To Provide Site Management Services At An Outdoor Navigation Center Site; And
3. Accept And Appropriate Any Funds For Outdoor Navigation Center Services That May Become Available From Alameda County, The City Of Emeryville, And Any Other Sources Without Returning To Council For The Period of FY 2017-2018 and FY 2018-2019; And
4. Amend The Above Grant Agreements To Increase The Grant Amounts For Additional Outdoor Navigation Center Services And Efforts Without Returning To Council Within The Grant Term of FY 2017-2018 and FY 2018-2019.

For questions regarding this report, please contact Lara Tannenbaum, Community Housing Services Manager, at 510-238-6187.

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

Community Housing Services Division
Reviewed by: Lara Tannenbaum, Planner
Prepared by: Talla Y. Rubin, Program Analyst

ATTACHMENTS:

Attachment A: Homeless Crisis in the City of Oakland

Attachment B: Homeless Encampment – Compassionate Communities

Attachment C: Funding Strategies to Reduce Homelessness In Oakland

Attachment D: Supplemental to Funding Strategies to Reduce Homelessness in Oakland

Attachment E1: Report on Serving Unsheltered Residents of Oakland

Attachment E2: Supplemental Report- Safe Havens

Item: _____
Life Enrichment Committee
October 24, 2017


City Attorney

2017 OCT 12 PM 3:52

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO:

1. ENTER INTO A GRANT AGREEMENT WITH BAY AREA COMMUNITY SERVICES IN AN AMOUNT NOT TO EXCEED \$200,000 EACH YEAR FOR FISCAL YEAR (FY) 2017-2018 AND FY 2018-2019 TO PROVIDE HOUSING NAVIGATION SERVICES AT AN OUTDOOR NAVIGATION CENTER SITE; AND
2. ENTER INTO A GRANT AGREEMENT WITH OPERATION DIGNITY IN AN AMOUNT NOT TO EXCEED \$300,000 EACH YEAR FOR FY 2017-2018 AND FY 2018-2019 TO PROVIDE SITE MANAGEMENT SERVICES AT AN OUTDOOR NAVIGATION CENTER SITE; AND
3. ACCEPT AND APPROPRIATE ANY FUNDS OR DONATIONS FOR OUTDOOR NAVIGATION CENTERS THAT MAY BECOME AVAILABLE FROM ALAMEDA COUNTY, THE CITY OF EMERYVILLE, AND ANY OTHER SOURCES WITHOUT RETURNING TO COUNCIL FOR THE PERIOD OF FY2017-2018 AND FY 2018-2019; AND
4. AMEND THE ABOVE GRANT AGREEMENTS TO INCREASE THE GRANT AMOUNTS FOR ADDITIONAL OUTDOOR NAVIGATION CENTER SERVICES AND EFFORTS WITHOUT RETURNING TO COUNCIL WITHIN THE GRANT TERM OF FY 2017-2018 AND FY 2018-2019

WHEREAS, approximately 1,902 individuals are living outside and unsheltered in the City of Oakland at any given time; and

WHEREAS, approximately 86% of homeless individuals in Oakland resided in Alameda County prior to homelessness; and

WHEREAS, the City wishes to operate a Safe Haven Outdoor Navigation program to provide intensive housing services; and

WHEREAS, the funds are available in the amount of up to \$1,022,120 for the Safe Haven Outdoor Navigation Center for Fiscal Year (FY) 2017-2018 and FY 2018-2019 as identified in the table below:

Fund	Organization	Account	Project	Source	Amount
1870 Affordable Housing Trust Fund	78411 Community Housing Services	54919 Miscellaneous Contract	1003811	Safe Haven FY 17/18	\$450,000
1010 General Fund	78411 Community Housing Services	54919 Miscellaneous Contract	1003811	Safe Haven FY 18/19	\$450,000
1010 General Fund	78411 Community Housing Services	54919 Miscellaneous Contract	1001119	Homeless Pilot Project	\$122,120 Estimated amount for FY 2017-2018 and 2018-2019 contingent upon availability of funding
TOTAL					Up To \$1,022,120

; and

WHEREAS, the City desires to enter into a grant agreement with Bay Area Community Services (BACS) for an estimated amount of \$200,000 each year for FY 2017-2018 and FY 2018-2019 for the provision of housing navigation services including but not limited to intensive housing case management and rapid rehousing to clients at the Safe Haven Outdoor Navigation Center; and

WHEREAS, the City desires to enter into a grant agreement with Operation Dignity (OD) in an estimated amount of \$300,000 each year for FY 2017-2018 and FY 2018-2019 for the provision of site management services including but not limited to community building, volunteer coordination, and safety to clients at the Safe Haven Outdoor Navigation Center; and

WHEREAS, other funding sources may be identified to contribute to the contracting of encampment services efforts and due to the urgent need of the program, the City seeks authority for the City Administrator to accept and appropriate these donations and funds in any amount from any source for outdoor navigation center efforts in FY 2017-2018 and FY 2018-2019 and staff is seeking this authority now because it is critical that City grantees can receive funding and provide services as quickly as possible; now therefore, be it

RESOLVED: That the City Council authorizes the City Administrator to enter into a grant agreement with Bay Area Community Services (BACS) for an estimated amount of \$200,000 each year for FY 2017-2018 and FY 2018-2019 for the provision of housing navigation services

including but not limited to intensive housing case management and rapid rehousing to clients at the Safe Haven Outdoor Navigation Center; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to enter into a grant agreement with Operation Dignity (OD) in an estimated amount of \$300,000 each year for FY 2017-2018 and FY 2018-2019 for the provision of site management services including but not limited to community building, volunteer coordination, and safety to clients at the Safe Haven Outdoor Navigation Center; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to accept and appropriate any funds or donations for outdoor navigation centers that may become available from Alameda County, the City of Emeryville, or any other source during FY 2017-2018 and FY 2018-2019 without returning to Council; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the above-referenced grant agreements with BACS and OD to increase the grant amounts for the provision of additional outdoor navigation center services during the grant term of FY 2017-2018 and FY 2018-2019 without returning to Council; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests, and related actions which may be necessary for the above-referenced grant agreements without returning to Council; and be it

FURTHER RESOLVED: That said grant agreements shall be reviewed as to form and legality by the Office of the City Attorney and copies will be filed in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:
BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN,
AND PRESIDENT REID

AYES -
NOES -
ABSENT -
ABSTENTION -

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

Attachment D - Current Health and Hygiene Sites

SITE LOCATION	DATES INSTALLED/REPLACEMENTS - CONFIGURATION - SERVICES PER WEEK
1. Wood St. between 26 th Street and 24 th Street	<ul style="list-style-type: none"> • Installed 3/2017, units replaced 10/17, units added/replaced 4/2018 • Two regular units and one wash stations (at 24th), one ADA and one wash station just below 24th nearer to Grand • 12 K-rails • Three times per week portapottie service • Garbage pickup once per week
2. 6 th St. at Castro Street; Castro Community Cabins	<ul style="list-style-type: none"> • First installed 10/2017, replaced/added 12/2017 • Three wash stations, three regular units, one ADA unit • Five times per week portapottie service • Garbage pickup once per week
3. San Pablo Ave. at Grand Ave.	<ul style="list-style-type: none"> • Installed 8/2017, replaced 10/2017 and 6/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week
4a. E12th St. at 23 rd Ave. (south end)	<ul style="list-style-type: none"> • Installed 9/2017 on the Southside; replaced new units 4/2018. • One regular unit, one ADA, one wash station. • Five times per week portapottie service • Garbage pickup once per week
4b. E12th St. at 22 nd Ave. (north end)	<ul style="list-style-type: none"> • Installed 4/2018. • One regular unit, one ADA, one wash station. • Five times per week portapottie service • Garbage pickup once per week

Attachment D - Current Health and Hygiene Sites

5. Martin Luther King Jr. Way at 36 th Street	<ul style="list-style-type: none"> • Installed 10/2017, replaced 5/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week
6. 3547 Peralta (Peralta Blvd. at 35 th St.)	<ul style="list-style-type: none"> • First installed between 10/2016 through 5/2017, reinstalled 10/2017, replaced with new units 6/2018 • One ADA, one Regular, one wash station • 5 K-rails • Five times per week portapottie service • Garbage pickup once per week
7. 601 Northgate (Sycamore St. at Northgate Blvd.)	<ul style="list-style-type: none"> • Installed 11/2017, ADA replaced 3/2018, all units replaced 5/2018 • One ADA, one Regular, one wash station. • Five times per week portapottie service • Garbage pickup once per week
8. 77th Ave. dead-end near Hawley	<ul style="list-style-type: none"> • Installed 3/2018 • One ADA, one Regular, one wash station. • Three times per week portapottie service • Garbage pickup once per week
9. 1218 45th Ave. (45th Ave. between E. 12th St. and International Blvd.)	<ul style="list-style-type: none"> • Installed 3/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week
10a. 5th St. Ally Southside (closest to Market St.)	<ul style="list-style-type: none"> • Installed 3/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week
10b. 5th St. Ally Northside (closest to Adeline St.)	<ul style="list-style-type: none"> • Installed 3/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week

Attachment D - Current Health and Hygiene Sites

<p>11. Telegraph between 34th and 35th underpass; Westside; One ADA, one Regular, one wash station</p>	<ul style="list-style-type: none"> • Installed 3/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week
<p>12. E. 8th Street & Alameda/High St.); One ADA, one Regular, and two wash stations and one K-rail</p>	<ul style="list-style-type: none"> • Installed 3/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottie service • Garbage pickup once per week
<p>13. 575 27th St. (Northgate Community Cabins)</p>	<ul style="list-style-type: none"> • Installed 4/26/18 • Three wash stations, three regular units, one ADA unit • Five times per week portapottie service • Garbage pickup once per week

Weekly Garbage Pick-Up Locations:

1. Wood between 24th and 26th St.
2. 35th and Peralta
3. 36th and MLK
4. 34th and Telegraph
5. Sycamore and Northgate
6. 6th between Webster St. and Webster Place
7. San Pablo and Grand
8. MLK between Grand & 24th St./23rd St. between MLK and San Pablo
9. Wester St. under Highway 880
10. 5th St. between Adeline and Market
11. E. 8th St. and Alameda Ave./High St.
12. E. 12th and 23rd Ave.
13. 45th Between E. 12th St. and San Leandro Blvd.
14. 77th and Hawley
15. 81st Ave. and San Leandro Blvd.

June 18, 2018

Attachment E - Current Health and Hygiene Sites

SITE LOCATION	DATES INSTALLED/REPLACEMENTS / CONFIGURATION / SERVICES PER WEEK
1. Wood St. between 26 th Street and 24 th Street	<ul style="list-style-type: none"> • Installed 3/2017, units replaced 10/17, units added/replaced 4/2018 • Two regular units and one wash stations (at 24th), one ADA and one wash station just below 24th nearer to Grand • 12 K-rails • Three times per week portapottle service • Garbage pickup once per week
2. 6 th St. at Castro Street; Castro Community Cablms	<ul style="list-style-type: none"> • First installed 10/2017, replaced/added 12/2017 • Three wash stations, three regular units, one ADA unit • Five times per week portapottle service • Garbage pickup once per week
3. San Pablo Ave. at Grand Ave.	<ul style="list-style-type: none"> • Installed 8/2017, replaced 10/2017 and 6/2018 • One regular unit, one ADA, one wash station. • Three times per week portapottle service • Garbage pickup once per week
4a. E12th St. at 23 rd Ave. (south end)	<ul style="list-style-type: none"> • Installed 9/2017 on the Southside; replaced new units 4/2018. • One regular unit, one ADA, one wash station. • Five times per week portapottle service • Garbage pickup once per week
4b. E12th St. at 22 nd Ave. (north end)	<ul style="list-style-type: none"> • Installed 4/2018. • One regular unit, one ADA, one wash station. • Five times per week portapottle service • Garbage pickup once per week

June 18, 2018

2018 JUL -5 PM 5: 22


City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO:

1. ACCEPT AND APPROPRIATE UP TO \$633,320 FROM ALAMEDA COUNTY IN IMMEDIATE IMPACT GRANT FUNDS FOR SERVICES AT COMMUNITY CABINS SITES, EMERGENCY HEALTH AND HYGIENE INTERVENTIONS, AND MOTEL VOUCHERS FOR UNSHELTERED FAMILIES, FOR THE PERIOD OF APRIL 17, 2018 THROUGH APRIL 30, 2021; AND
2. AMEND THE GRANT AGREEMENTS WITH SERVICE PROVIDERS TO EXTEND THE GRANT TERM FOR FISCAL YEAR (FY) 2019-2020 AND FY 2020-2021 AND INCREASE THE GRANT AMOUNTS FOR SERVICES AT THE COMMUNITY CABIN SITES AND TO PROVIDE MOTEL VOUCHERS; AND
3. ACCEPT AND APPROPRIATE ADDITIONAL GRANT FUNDS FOR SERVICES AT COMMUNITY CABINS SITES, EMERGENCY HEALTH AND HYGIENE INTERVENTIONS, AND MOTEL VOUCHERS FOR UNSHELTERED FAMILIES THAT MAY BECOME AVAILABLE FROM ALAMEDA COUNTY WITHOUT RETURNING TO COUNCIL WITHIN THE DURATION OF THE GRANT TERM OF APRIL 17, 2018 THROUGH APRIL 30, 2021; AND
4. ALLOCATE UP TO \$254,382 IN PREVIOUSLY APPROPRIATED GENERAL PURPOSE FUNDS FOR USE AT COMMUNITY CABIN SITES

WHEREAS, Alameda County (hereafter "County") has awarded the City of Oakland an Immediate Impact grant in the amount of \$633,320 for the period of April 17, 2018 through April 30, 2021, to implement services to unsheltered people in Oakland including services at Community Cabin sites (formerly called safe haven outdoor navigation centers), health and hygiene interventions at encampments and emergency motel vouchers for unsheltered families; and

WHEREAS, the City will amend existing grant agreements with housing and service providers to implement these services; and

WHEREAS, the City Council authorized spending of \$300,000 in the FY2017-2018 adopted budget for homeless services, subject to Council approval, which was appropriated in the General Purpose Fund (1010), Community Housing Services Organization (78411), Miscellaneous Contract Services Account (54919), GPF Second Henry HRMSC Project (1003813), Fostering Safe and Healthy Communities Program (SC22) and staff seeks authority to allocate up to \$254,382 of these funds for the purpose of supporting operations at the second Community Cabins site; and

WHEREAS, pursuant to Resolution No. 86956 C.M.S., Council authorized the City Administrator to enter into grant agreements with Bay Area Community Services ("BACS") and Operation Dignity ("OD") for services at the outdoor navigation center sites and authorized the City Administrator to accept additional funds and donations for additional services and amend those grant agreements within the grant term of FY 2017-2018 and FY 2018-2019; and

WHEREAS, pursuant to Resolution No. 86956 C.M.S., the City Administrator accepted funds from other sources to support the community cabin sites, including \$515,000 from Kaiser, and amended the contract with BACS to increase the grant amount and provide additional services; and

WHEREAS, the Human Services Department ("HSD") desires to enter into a Second Amendment to the grant agreement with BACS to extend the term for FY 2019-2020 and FY 2020-2021 for the continued provision of services at each Community Cabins site and enter into future amendments to increase the grant amount using the funds identified in this resolution through FY 2020-2021 without returning to Council; and

WHEREAS, HSD desires to enter into a First amendment to the grant agreement with "OD to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant amount by an amount not to exceed \$597,994.27 for the provision of services at the Community Cabins sites for a total grant amount not to exceed \$1,183,705.01, and enter into future amendments to further increase the grant amount using the funds identified in this resolution if needed through FY 2020-2021 without returning to Council; and

WHEREAS, funding is available from the following sources for these additional amendments to support the Community Cabins:

Fund	Organization	Account	Project	Source	Amount	Purpose
2160 Alameda County	78411 Community Housing Services	54912 Services: Misc Contract	1004343	Alameda County	\$555,000	Community Cabins
1010 General Purpose Fund	78411 Community Housing Services	54912 Services: Misc Contract	1003813 GPF Second Henry HRMSC	City of Oakland General Purpose Fund	\$254,382	Community Cabins

2994 Kaiser	78411 Community Housing Services	54912 Services: Misc Contract	1004296 Kaiser Navigation Center Safe Haven Project	Kaiser Foundation	\$11,813	Community Cabins
				TOTAL	\$821,195	

; and

WHEREAS, HSD desires to amend the grant agreement with Building Futures for Woman and Children ("BFWC") to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant amount by an amount not to exceed \$25,000 for the provision of emergency motel vouchers for unsheltered families for a total grant amount not to exceed \$147,000; and

WHEREAS, funds in the amount of \$53,320 will be applied to the existing purchasing contract with United Site Services for Health and Hygiene interventions; and

WHEREAS, the City Administrator seeks authority to accept and appropriate additional grant funds from Alameda County for Community Cabins services, health and hygiene services or motel vouchers for unsheltered families within the duration of the grant term of April 17, 2018 through April 30, 2021 and amend the agreements with OD and BACS to further increase the grant amounts without returning to Council; and

WHEREAS, staff is seeking this authority now due to the urgent need of the program and because it is critical that City grantees can receive funding and provide services as quickly as possible; now therefore, be it

RESOLVED: That the City Administrator is hereby authorized to enter into an agreement with Alameda County to accept Immediate Impact grant funds in an amount up to \$633,320 for the provision of services to unsheltered people in Oakland including services at Community Cabin sites, health and hygiene interventions at encampments and emergency motel vouchers for unsheltered families from April 17, 2018 to April 30, 2021; and be it

FURTHER RESOLVED: That the City Administrator is authorized to appropriate the Immediate Impact grant funds from the Alameda County to County of Alameda: Grants Fund (2160), Community Housing Services Org (78411), Grant Contracts Acct (54912), Alameda County Immediate Impact FY21 Project (1004343), Fostering Safe and Healthy Communities Program (SC22); and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to allocate funds in the amount of \$254,382 available in General Purpose Fund (1010), Community Housing Services Organization (78411), Miscellaneous Contract Services Account (54919), GPF Second Henry HRMSC Project (1003813), Fostering Safe and Healthy Communities Program (SC22) for the purpose of supporting operations at the second Community Cabins site; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the grant agreement with BACS to extend the term for FY 2019-2020 and FY 2020-2021 for the continued provision of services at the Community Cabins sites; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the grant agreement with OD to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant by an amount not to exceed \$597,994.27 for the provision of services at the Community Cabins sites; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the grant agreement with BFWC to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant by an amount not to exceed \$25,000 for the provision of emergency motel vouchers for unsheltered families; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to accept and appropriate additional grant funds from Alameda County for Community Cabin site services, health and hygiene interventions, or motel vouchers for unsheltered families and amend the aforementioned grant agreements to further increase the grant amounts during FY2019-2020 and FY2020-2021 without returning to Council, and if the City receives additional funds in excess of \$50,000 within a fiscal year, staff will communicate this to the City Council through an informational memorandum; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized without returning to Council to amend the agreements with BACS and OD to further increase the grant amounts for additional services at Community Cabin sites using the funds identified in this resolution; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests, and related action which may be necessary for the above-referenced grant agreements without returning to Council; and be it

FURTHER RESOLVED: That said grant agreements shall be reviewed as to form and legality by the Office of the City Attorney and copies will be filed in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, and PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____

LATONDA SIMMONS
City Clerk and Clerk of the Council of the
City of Oakland, California

2018 JUL -5 PM 5:22


City Attorney

OAKLAND CITY COUNCIL
RESOLUTION No. 87812 G.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO:

- 1. ACCEPT AND APPROPRIATE UP TO \$633,320 FROM ALAMEDA COUNTY IN IMMEDIATE IMPACT GRANT FUNDS FOR SERVICES AT COMMUNITY CABINS SITES, EMERGENCY HEALTH AND HYGIENE INTERVENTIONS, AND MOTEL VOUCHERS FOR UNSHELTERED FAMILIES, FOR THE PERIOD OF APRIL 17, 2018 THROUGH APRIL 30, 2021; AND**
- 2. AMEND THE GRANT AGREEMENTS WITH SERVICE PROVIDERS TO EXTEND THE GRANT TERM FOR FISCAL YEAR (FY) 2019-2020 AND FY 2020-2021 AND INCREASE THE GRANT AMOUNTS FOR SERVICES AT THE COMMUNITY CABIN SITES AND TO PROVIDE MOTEL VOUCHERS; AND**
- 3. ACCEPT AND APPROPRIATE ADDITIONAL GRANT FUNDS FOR SERVICES AT COMMUNITY CABINS SITES, EMERGENCY HEALTH AND HYGIENE INTERVENTIONS, AND MOTEL VOUCHERS FOR UNSHELTERED FAMILIES THAT MAY BECOME AVAILABLE FROM ALAMEDA COUNTY WITHOUT RETURNING TO COUNCIL WITHIN THE DURATION OF THE GRANT TERM OF APRIL 17, 2018 THROUGH APRIL 30, 2021; AND**
- 4. ALLOCATE UP TO \$254,382 IN PREVIOUSLY APPROPRIATED GENERAL PURPOSE FUNDS FOR USE AT COMMUNITY CABIN SITES**

WHEREAS, Alameda County (hereafter "County") has awarded the City of Oakland an Immediate Impact grant in the amount of \$633,320 for the period of April 17, 2018 through April 30, 2021, to implement services to unsheltered people in Oakland including services at Community Cabin sites (formerly called safe haven outdoor navigation centers), health and hygiene interventions at encampments and emergency motel vouchers for unsheltered families; and

WHEREAS, the City will amend existing grant agreements with housing and service providers to implement these services; and

WHEREAS, the City Council authorized spending of \$300,000 in the FY2017-2018 adopted budget for homeless services, subject to Council approval, which was appropriated in the General Purpose Fund (1010), Community Housing Services Organization (78411), Miscellaneous Contract Services Account (54919), GPF Second Henry HRMSC Project (1003813), Fostering Safe and Healthy Communities Program (SC22) and staff seeks authority to allocate up to \$254,382 of these funds for the purpose of supporting operations at the second Community Cabins site; and

WHEREAS, pursuant to Resolution No. 86956 C.M.S., Council authorized the City Administrator to enter into grant agreements with Bay Area Community Services ("BACS") and Operation Dignity ("OD") for services at the outdoor navigation center sites and authorized the City Administrator to accept additional funds and donations for additional services and amend those grant agreements within the grant term of FY 2017-2018 and FY 2018-2019; and

WHEREAS, pursuant to Resolution No. 86956 C.M.S., the City Administrator accepted funds from other sources to support the community cabin sites, including \$515,000 from Kaiser, and amended the contract with BACS to increase the grant amount and provide additional services; and

WHEREAS, the Human Services Department ("HSD") desires to enter into a Second Amendment to the grant agreement with BACS to extend the term for FY 2019-2020 and FY 2020-2021 for the continued provision of services at each Community Cabins site and enter into future amendments to increase the grant amount using the funds identified in this resolution through FY 2020-2021 without returning to Council; and

WHEREAS, HSD desires to enter into a First amendment to the grant agreement with "OD to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant amount by an amount not to exceed \$597,994.27 for the provision of services at the Community Cabins sites for a total grant amount not to exceed \$1,183,705.01, and enter into future amendments to further increase the grant amount using the funds identified in this resolution if needed through FY 2020-2021 without returning to Council; and

WHEREAS, funding is available from the following sources for these additional amendments to support the Community Cabins:

Fund	Organization	Account	Project	Source	Amount	Purpose
2160 Alameda County	78411 Community Housing Services	54912 Services: Misc Contract	1004343	Alameda County	\$555,000	Community Cabins
1010 General Purpose Fund	78411 Community Housing Services	54912 Services: Misc Contract	1003813 GPF Second Henry HRMSC	City of Oakland General Purpose Fund	\$254,382	Community Cabins

2994 Kaiser	78411 Community Housing Services	54912 Services: Misc Contract	1004296 Kaiser Navigation Center Safe Haven Project	Kaiser Foundation	\$11,813	Community Cabins
				TOTAL	\$821,195	

; and.

WHEREAS, HSD desires to amend the grant agreement with Building Futures for Woman and Children (“BFWC”) to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant amount by an amount not to exceed \$25,000 for the provision of emergency motel vouchers for unsheltered families for a total grant amount not to exceed \$147,000; and

WHEREAS, funds in the amount of \$53,320 will be applied to the existing purchasing contract with United Site Services for Health and Hygiene interventions; and

WHEREAS, the City Administrator seeks authority to accept and appropriate additional grant funds from Alameda County for Community Cabins services, health and hygiene services or motel vouchers for unsheltered families within the duration of the grant term of April 17, 2018 through April 30, 2021 and amend the agreements with OD and BACS to further increase the grant amounts without returning to Council; and

WHEREAS, staff is seeking this authority now due to the urgent need of the program and because it is critical that City grantees can receive funding and provide services as quickly as possible; now therefore, be it

RESOLVED: That the City Administrator is hereby authorized to enter into an agreement with Alameda County to accept Immediate Impact grant funds in an amount up to \$633,320 for the provision of services to unsheltered people in Oakland including services at Community Cabin sites, health and hygiene interventions at encampments and emergency motel vouchers for unsheltered families from April 17, 2018 to April 30, 2021; and be it

FURTHER RESOLVED: That the City Administrator is authorized to appropriate the Immediate Impact grant funds from the Alameda County to County of Alameda: Grants Fund (2160), Community Housing Services Org (78411), Grant Contracts Acct (54912), Alameda County Immediate Impact FY21 Project (1004343), Fostering Safe and Healthy Communities Program (SC22); and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to allocate funds in the amount of \$254,382 available in General Purpose Fund (1010), Community Housing Services Organization (78411), Miscellaneous Contract Services Account (54919), GPF Second Henry HRMSC Project (1003813), Fostering Safe and Healthy Communities Program (SC22) for the purpose of supporting operations at the second Community Cabins site; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the grant agreement with BACS to extend the term for FY 2019-2020 and FY 2020-2021 for the continued provision of services at the Community Cabins sites; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the grant agreement with OD to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant by an amount not to exceed \$597,994.27 for the provision of services at the Community Cabins sites; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized to amend the grant agreement with BFWC to extend the term for FY 2019-2020 and FY 2020-2021 and increase the grant by an amount not to exceed \$25,000 for the provision of emergency motel vouchers for unsheltered families; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to accept and appropriate additional grant funds from Alameda County for Community Cabin site services, health and hygiene interventions, or motel vouchers for unsheltered families and amend the aforementioned grant agreements to further increase the grant amounts during FY2019-2020 and FY2020-2021 without returning to Council, and if the City receives additional funds in excess of \$50,000 within a fiscal year, staff will communicate this to the City Council through an informational memorandum; and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized without returning to Council to amend the agreements with BACS and OD to further increase the grant amounts for additional services at Community Cabin sites using the funds identified in this resolution; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests, and related action which may be necessary for the above-referenced grant agreements without returning to Council; and be it

FURTHER RESOLVED: That said grant agreements shall be reviewed as to form and legality by the Office of the City Attorney and copies will be filed in the Office of the City Clerk.

JUL 24 2018

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, and PRESIDENT REID *8*

NOES - *0*

ABSENT - *0*

ABSTENTION - *0*

ATTEST *Latonda Simmons*
LATONDA SIMMONS
City Clerk and Clerk of the Council of the
City of Oakland, California

2010 AUG 30 PM 2:32


City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION:

1. **AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO A GRANT AGREEMENT WITH HOUSING CONSORTIUM OF THE EAST BAY (HCEB) TO PROVIDE HOUSING NAVIGATION AND SITE MANAGEMENT SERVICES AT COMMUNITY CABINS SITES IN AN AMOUNT UP TO \$457,384; AND**
2. **AMENDING RESOLUTION NOS. 87312 AND 86956 C.M.S., WHICH AUTHORIZED AGREEMENTS WITH SERVICE PROVIDERS FOR SERVICES AT COMMUNITY CABIN SITES, TO AUTHORIZE THE CITY ADMINISTRATOR TO REALLOCATE FUNDS FOR THE AGREEMENT WITH HCEB; AND**
3. **AUTHORIZING AMENDMENTS TO THE GRANT AGREEMENT WITH HCEB TO FURTHER INCREASE THE GRANT AMOUNT FOR ADDITIONAL COMMUNITY CABINS SITE SERVICES AND EFFORTS WITHOUT RETURNING TO COUNCIL CONTINGENT UPON AVAILABILITY OF FUNDING**

WHEREAS, approximately 1,902 individuals are living outside and unsheltered in the City of Oakland at any given time; and

WHEREAS, approximately 86% of homeless individuals in Oakland resided in Alameda County prior to homelessness; and

WHEREAS, the City currently provides grant funding to service providers to operate two Community Cabins Program sites (previously known as Safe Haven Outdoor Navigation Centers) which includes providing intensive housing services; and

WHEREAS, the City desires to enter into a grant agreement with Housing Consortium of the East Bay (HCEB) for an amount up to \$457,384 to provide a Community Cabins Program with Site Management and Housing Navigation services including but not limited to intensive housing case management and rapid rehousing, community building, volunteer coordination, and safety to its participants who are unsheltered Oakland residents; and

WHEREAS, pursuant to Resolution No. 87312 C.M.S., the City Council previously authorized acceptance and appropriation of funds from the Alameda County (hereafter "County") Immediate

Impact grant for the period of April 17, 2018 through April 30, 2021, for services at Community Cabins Program sites in an amount up to \$555,000, and staff seeks authority to amend Resolution No. 87312 to reallocate up to \$238,095 of these funds for the agreement with HCEB for operations at additional Community Cabins Program sites; and

WHEREAS, pursuant to Resolution No. 86956 C.M.S., the City Council previously authorized allocation of funds from the General Purpose Fund (1010), Community Housing Services Organization (78411), Miscellaneous Contract Services Account (54912), GPF Safe Haven Project (1003811), Fostering Safe and Healthy Communities Program (SC22) for services at Community Cabins Program sites in an amount up to \$450,000, and staff seeks authority to amend Resolution No. 86956 to reallocate up to \$219,289 of these funds for the agreement with HCEB for operations at additional Community Cabins Program sites; and

WHEREAS, The City of Oakland expects to receive an estimated \$8,600,000 in allocation from State of California Homeless Emergency Aid Program (HEAP) funding in the fall of 2018, to be used for emergency interventions to address street homelessness including Community Cabin sites, which was earmarked during the FY 2018/19 Adopted Midcycle Budget in the State of California Fund (2159), City-Wide Activities Org (90591), and upon receipt of funding staff will seek authority to use funding to increase the grant funding for HCEB; and

WHEREAS, funding for the HCEB agreement will be allocated from the following sources in the amounts identified in the table below:

Unsheltered Services Funding					
Fund	Organization	Account	Project	Source	Amount
2160 Alameda County	78411 Community Housing Services	54912 Third Party Contract	1004343 Alameda County Immediate Impact FY21	Alameda County ⁽¹⁾	\$238,095
1010 General Purpose Fund	78411 Community Housing Services	54912 Services: Misc Contract	1003811 GPF Safe Haven 17- 19	City of Oakland General Purpose Fund	\$219,289
TOTAL					\$457,384
⁽¹⁾ These funds will be available upon executed grant agreement with County and thereafter budget appropriation					

; now therefore be it

RESOLVED: That the City Council hereby amends Resolution No. 87312 C.M.S. to authorize the City Administrator to reallocate funds in an amount up to \$238,095 from the Alameda County Immediate Impact grant funds for the agreement with HCEB for the provision of a Community Cabins Program at various sites, including services as detailed above, contingent upon appropriation of funds pursuant to Resolution No. 87312 C.M.S.; and be it

FURTHER RESOLVED: That the City Council hereby amends Resolution No. 86956 C.M.S. to authorize the City Administrator to reallocate existing General Purpose Funds in an amount up to \$219,289 for the agreement with HCEB for the provision of the Community Cabins Program; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to enter into a grant agreement with Housing Consortium of the East Bay (HCEB) for an amount up to \$457,384 to provide a Community Cabins Program with Site Management and Housing Navigation services including but not limited to intensive housing case management and rapid rehousing, community building, volunteer coordination, and safety to its participants who are unsheltered Oakland residents; and be it

FURTHER RESOLVED: Should additional funding become available, that the City Administrator is hereby authorized to amend the above-referenced grant agreement with HCEB to increase the grant amount for the provision of additional Community Cabins Program sites and services during the grant term; and be it

FURTHER RESOLVED: That the City Council authorizes the City Administrator to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests, and related actions which may be necessary for the above-referenced grant agreements without returning to Council; and be it

FURTHER RESOLVED: That said grant agreement shall be reviewed as to form and legality by the Office of the City Attorney and copies will be filed in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLÉN, KALB, KAPLAN AND PRESIDENT REID

NOES -
ABSENT -
ABSTENTION -

ATTEST: _____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California