

OAKLAND LOCAL ACTION PLAN TO ADDRESS HOMELESSNESS

FY 2022-2023

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Requirements of HHAP -3 Funding

HHAP 3 is a \$1 billion block grant program offered by the State of California to assist local governments in their response to the statewide homelessness crisis. These funds are a continuation of previous one-time funding from the state including Homeless Emergency Assistance Program (HEAP), and HHAP allocations 1 and 2. The funds are designed to support local jurisdictions to continue building upon what has been developed through previous rounds of State funding. HHAP funds are administered at the state level by the California Interagency Council on Homelessness (Cal ICH).

The Home Together Plan and the Oakland Local Action Plan meet the State of California's requirement as part of the Homeless Housing Assistance Program Three (HHAP-3) application. State regulations require that jurisdictions submit local plans that are coordinated within their jurisdiction (coordination is required between the three entities which receive HHAP funding - City of Oakland, Alameda County, and the Alameda County Continuum of Care "CoC" Everyone Home) and based on systemwide performance goals. The state has mandated that Oakland, the CoC Everyone Home, and Alameda County set the same countywide system performance goals based on countywide data. The plan needs to identify metrics and outcomes that, if met by June 2024, will unlock bonus funding from the state for all three local jurisdictions that receive HHAP funding. These goals must be publicly noticed and go before a governing body for review and input. **The HHAP-3 application must be submitted to the California Interagency Council on Homelessness (Cal ICH) on or before June 30, 2022.**

Oakland Local Action Plan

The **Oakland Local Action Plan** is an *implementation plan* for addressing homelessness in Oakland in FY 22-23. While the PATH Framework, crafted in late 2019, provided the overall goals, strategies and investments needed to dramatically reduce homelessness in Oakland over a five-year period¹, the purpose of this Oakland Local Action Plan is to bridge the gap between those broad goals and what is achievable with resources currently allocated and expected. The Oakland Local Action Plan is intended to be a companion document to the countywide Home Together Plan and outlines Oakland's specific role in addressing homelessness locally, which contributes to the larger countywide efforts. Oakland has approximately 50 percent of the county's homeless population so the City of Oakland must be a leader in the work to address this crisis. While the work described in the Local Action Plan is closely aligned with the Home Together Plan, it is responsive to the specific needs of Oaklanders particularly the need to

¹ Information on past homeless system planning efforts, including the City of Oakland's PATH Framework and accomplishments to date is included in Attachment H.

address the disproportionately impacted Black population. In an effort to set realistic, measurable goals, the Local Action Plan focuses primarily on strategies, resources, and expected outcomes in FY 22-23.

Along with the Home Together Plan, the Oakland's Local Action Plan incorporates the required components for the HHAP Round 3 application, including:

- Landscape analysis that assesses the current number of people experiencing homelessness within Oakland (see Attachment A).
- Identification of the number of individuals and families served by the Oakland homelessness system, including demographic information for each intervention types (see Attachment B).
- Identification of all funds, including state, federal and local funds, currently being used, and budgeted to be used, to provide housing and homelessness-related services to persons experiencing homelessness or at imminent risk of homelessness, how this funding serves subpopulations, and what intervention types are funded through these resources (see Attachment C and Locally Controlled Resources section below).
- Systemwide Performance goals and strategies to achieve these goals (Attachments D and E).
- The proposed HHAP-3 funding plan (attachment F)

Background

On a single night in January 2022, more than 5,000 people were experiencing homelessness in Oakland. Nearly two out of three (66%) of the people experiencing homelessness in Oakland are unsheltered and live outdoors or in tents or vehicles, often along our city's streets and in our parks. These numbers represent a 24 percent increase in total homelessness in Oakland. These numbers account for only a fraction of the people who become homeless over the course of a year. In addition to those who are included in the annual Point In Time (PIT) count, thousands more families and individuals are doubling up with family or friends or staying in other precarious circumstances, often living in situations where conflicts or overcrowded conditions can easily lead to homelessness. Hundreds of people, primarily African Americans, are falling into homelessness in Oakland each month, including vulnerable seniors, people who have been our neighbors and co-workers for many years, and families with children, many of whom are experiencing homelessness for the first time in their lives.

The main drivers of homelessness in Oakland include:

- Structural racism
- Insufficient controls on the rental housing market that create vulnerability and housing instability for tenants
- Insufficient housing units that are affordable to households with the lowest incomes, including particularly those whose incomes are below 30% AMI

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- Systemic barriers that often prohibit residents who are returning home from incarceration from living with family members and/or accessing both public and private rental housing and employment opportunities
- Inadequate pay and benefits for many of the jobs that are available in the community, and insufficient access to quality employment opportunities that pay wages that meet the cost of housing
- Preexisting substance use issues or behavioral disorders can make it harder to retain stable housing. And a lack of stable housing also exacerbates mental health and addiction issues

Alameda County Systemwide Performance Goals

The required outcome goals for HHAP 3 funding set definitive metrics for preventing and reducing homelessness between July 1, 2021 through June 30, 2024, based on system performance measures. Baseline data (from calendar year 2020) for each metric was provided to Alameda County by the State and is referenced in the description of each goal.

System-wide performance metrics required by the State include:

- Reducing the number of persons experiencing homelessness.
- Reducing the number of persons who become homeless for the first time.
- Increasing the number of people exiting homelessness into permanent housing.
- Reducing the length of time persons remain homeless.
- Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- Increasing successful placements from street outreach

The State's system performance metrics are similar to, but not exactly the same as, system wide performance goals defined by HUD.

The following draft goals reflect broad input from Alameda County, the Continuum of Care, the City of Oakland, and other homeless system stakeholders. Additional detail on the goals set and the strategies identified to achieve those goals can be found in Attachments D and E.

1a. Reducing the number of persons experiencing homelessness:

- **Goal:** The annual number of people accessing services who are experiencing homelessness will increase from a baseline of 9,081 in 2020 to 17,000 in 2024. This represents an 87% increase.

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- **Justification:** State HDIS data shows the number of people served in our homelessness response system to be much lower than local HMIS data, which indicates that over 19,000 people were served in our homeless response system in 2021. Therefore, while 17,000 is an increase from the HDIS baseline, it is a reduction from what we believe is the true number of those served in our homeless response system and what will eventually be reflected in the State's HDIS data. This increase in number served also reflects expanded access to services throughout our system and more coverage of people experiencing homelessness by our local HMIS. Given this, our goal conveys that we anticipate slowing the rate of growth of people experiencing homelessness in Alameda County by 2024.

1b. Reducing the number of persons experiencing unsheltered homelessness on a daily basis:

- **Goal:** No more than a 28% increase (between 2020 and 2024) in the numbers of people experiencing unsheltered homelessness.
- **Justification:** With this rate of increase, the number of people experiencing unsheltered homelessness on a daily basis in Alameda County will increase from 6,312 in 2020 to 8,100 in 2024. However, between 2018 and 2020, unsheltered homelessness has increased by 68% in Alameda County. The goal set for this measure represents a significant *decrease* in the rate that unsheltered homelessness has been growing; a proposed 28% increase between 2020 and 2024.

2. Reducing the number of persons who become homeless for the first time:

- **Goal:** No more than a 51% increase (between 2020 to 2024) in the numbers of people becoming homeless for the first time.
- **Justification:** With this rate of increase the annual number of persons who will become homeless for the first time in Alameda County will increase from a 2020 baseline of 3,967 to 6,000 in 2024. However, between 2018 and 2020 the rate of people becoming homeless for the first time increased by 69%. The goal set for this measure represents a significant *decrease* in the rate that people become homeless for the first time; a proposed 51% increase (an 18% reduction) by 2024.

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

- **Goal:** The annual number of people exiting homelessness into permanent housing will increase from a baseline of 1,813 in 2020 to 1,950 in 2024. This represents an 8% increase.
- **Justification:** It should be noted that this data point does not reflect the total number of people who will end their homelessness by moving into permanent housing in a year, but instead demonstrates the number of people who are housed outside of the system's housing resources and therefore no longer receiving any type of post-housing support.

4. Reducing the length of time persons remain homeless:

- **Goal:** The average length of time people remain homeless in Alameda County in 2024 will remain unchanged from the 2020 baseline of an average of 152 days.

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- **Justification:** The State's HDIS baseline data for this measure is significantly lower than what local HMIS data demonstrates (HMIS data shows that 229 days was the average length of time people remained homeless in Alameda County in CY 2021). Therefore, maintaining the average length of time that people in Alameda County remain homeless at 152 days between 2020 and 2024 is far below what local data shows, and as such is a decrease/ reduction for this measure.

5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing:

- **Goal:** There will be no increase (between 2020 and 2024) in the annual percentage of people who return to homelessness after exiting homelessness to permanent housing. The rate of returns to homelessness will remain at or under the current 9% rate.
- **Justification:** This measure has remained relatively stable over time and would require a longer timeframe (than 2024) to achieve significant reductions. This goal represents a focus on increasing the number of people experiencing homelessness who exit to housing, while managing ongoing housing retention and levels of attrition.

6. Increasing successful placements from street outreach:

- **Goal:** Successful placements from street outreach in Alameda County will increase from a 2020 baseline of 24 people successfully placed in exits from street outreach to 48 in 2024. This represents a 100% increase.
- **Justification:** We believe we can aim high for this goal as we expect an expansion of outreach teams using HMIS in our CoC beginning FY 2022/2023. In addition, there are an increased number of street health outreach teams participating in housing problem solving and front door services as part of Coordinated Entry, which will also positively impact this measure.

7. Underserved and/or disproportionately impacted populations that Alameda County will focus on related to the outcome goals above. Goals include:

- The ratio of people who are **Black or African American** will increase as a portion of total persons served by our homeless response system from 51% in 2020 to 59% in 2024. This goal is intended to ensure that, by 2024, Black/African Americans, a population that is over-represented in our county's homeless population, are increasingly being served in our homeless response system and being matched with housing exits.
- The proportion of **unaccompanied youth (ages 18-24)** who are unsheltered will be reduced from 9.3% of the total unsheltered population in 2020 to 7% of the unsheltered population in 2024.
- The average length of time that **families with children** remain homeless will decrease by 13% from a baseline of 230 days in 2020 to 200 days in 2024.

Locally Controlled Resources

The table below outlines the FY 22-23 resources available to address homelessness in the Human Services Department of the City of Oakland. The use of these funds will contribute to meeting the countywide system performance goals defined above. Some of these funds will be spent over multiple years as is indicated below. This chart does not include homeless specific resources which are part of the City Administrator's budget, Housing and Community Development budget or Public Works budget. Those funds are discussed elsewhere in this report

Table 1- all HSD funds

FY 22-23				
Human Services Funding To Address Homelessness				
Funding Source	Planned Uses	Amount for 22-23	One Time/On going	Date Funds are Expected To Be Spent
City of Oakland Funds- Flexible uses				
Measure Q (fund 2244)	Street Outreach, Employment Programs, Henry/Holland ongoing funding, Oakland PATH Rehousing Initiative (OPRI) Services, Motel Vouchers, and Hope Housing Lease.	\$6.00M	On going	6/30/23
Community Housing Expenditures in GPF (fund 1010)	Street Outreach, Svc in permanent housing, match for federal grants, Homeless Services Staff	\$2.09M	On going	6/30/23
Measure W (fund 2277)	Exit Resources – LM Lodge	\$2.2M	One Time	6/30/23
Federal HUD Funds- Restricted uses				
Community Development Block Grants -CDBG (fund 2108)	Homeless Services Staff, Shelter Services	\$1.14M	On going	6/30/23
Continuum of Care Grants -COC (fund 2103)	Rapid Rehousing, Transitional Housing and Supportive Services	\$5.6M	On going	Various within FY 22-23
Emergency Solutions Grants- ESG (fund 2103)	Rapid Rehousing, Street Outreach, Shelter	\$0.66M	On going	6/30/23

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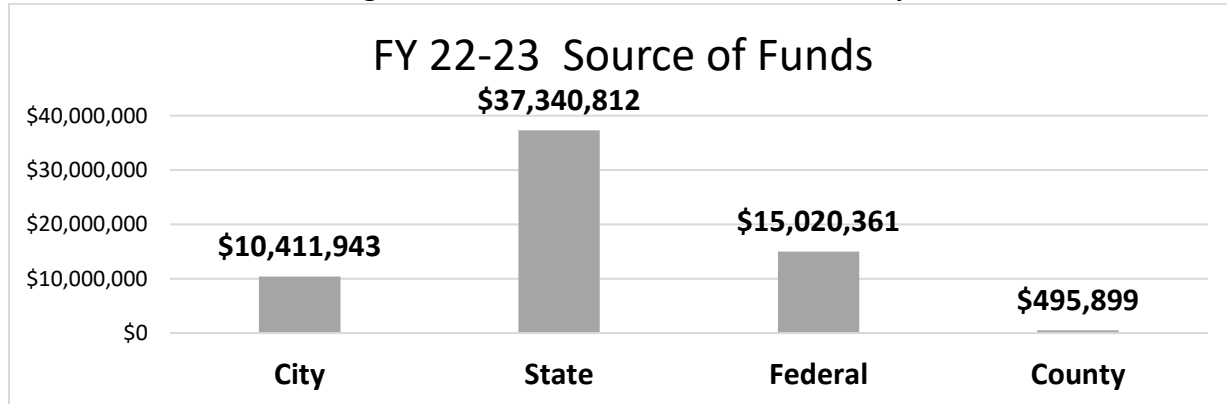
Housing Opportunities for Persons with AIDS-HOPWA (fund 2103)	Housing Assistance for low-income persons living with HIV/AIDS.	\$3.23M	On going	6/30/25
Alameda County Funds- Restricted uses				
County Grants (fund 2160)	Winter Shelter	\$0.13M	On going	6/30/23
County Grants (fund 2160)	Housing Fast Support Network -Transitional Housing	\$0.36M	On going	6/30/23
State Funds – Flexible Uses				
Homeless Housing Assistance Program-Round 1	Youth GI	\$0.95M	One Time	6/30/23
Homeless Housing Assistance Program-Round 2	HK Operating reserve; youth GI	\$9.31M	One Time	6/30/24
Homeless Housing Assistance Program-Round 3	HK operating reserve, interim beds, RV spaces, hygiene	\$24.1M	One Time	6/30/24
Encampment Resolution Funds	Interim shelter	\$4.7M	One Time	6/30/24
Oakland Housing Authority Funds- Restricted uses				
Oakland Path Rehousing Initiative (OPRI)	Housing placement, subsidies, and supportive services	\$4.21	On Going	6/30/23
Transitional Housing (TH) Operations – OHA-LHAP	Transitional Housing Operations funding	\$0.33	On Going	6/30/23
Total		\$65.23		

For the 2022-2023 fiscal year (FY), the Human Services Department has a budget of approximately \$65.25 million through a combination of federal, state, county, and city funds (see Chart 1 below). One-time State HHAP (Homeless Housing Assistance and Prevention) and State ERF (Encampment Resolution) funds account for 59% of the total operating budget. Federal HUD (Housing and Urban Development) funding, comprised of multiple grants, also

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accounts for 24% of the total operating budget. City funds account for 16% and County funds make up the remaining 1%.²

Chart 1- Sources Of Funding For Homelessness -Human Services Department



Approximately 37% percent of the total funds (\$23.4 million) are part of the City's ongoing homelessness funding and approximately 63 percent (\$39.8 million) are one-time funds with an end date in the next 12-24 months (see Chart 2 below). The one-time funding is comprised largely of 1) State HHAP (Homeless Housing Assistance and Prevention) Round 2 and Round 3 funds which will be largely expended by the end of FY 22-23 and 2) State Encampment Resolution funds (ERF) which will be largely expended by early FY 23-24. This means that any programs that are implemented using these funds will face a potential funding cliff when the funding is exhausted. However, additional one-time HHAP and ERF funds are expected (but not guaranteed) in FY 23-24.

² 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 investments in affordable housing development that are allocated countywide, as well as Permanent Supportive Housing (PSH) programs such as Shelter plus Care. County behavioral health and substance abuse services also provide significant services to homeless individuals

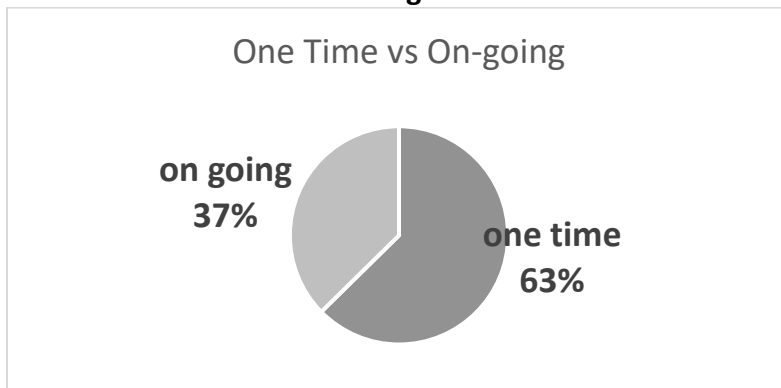
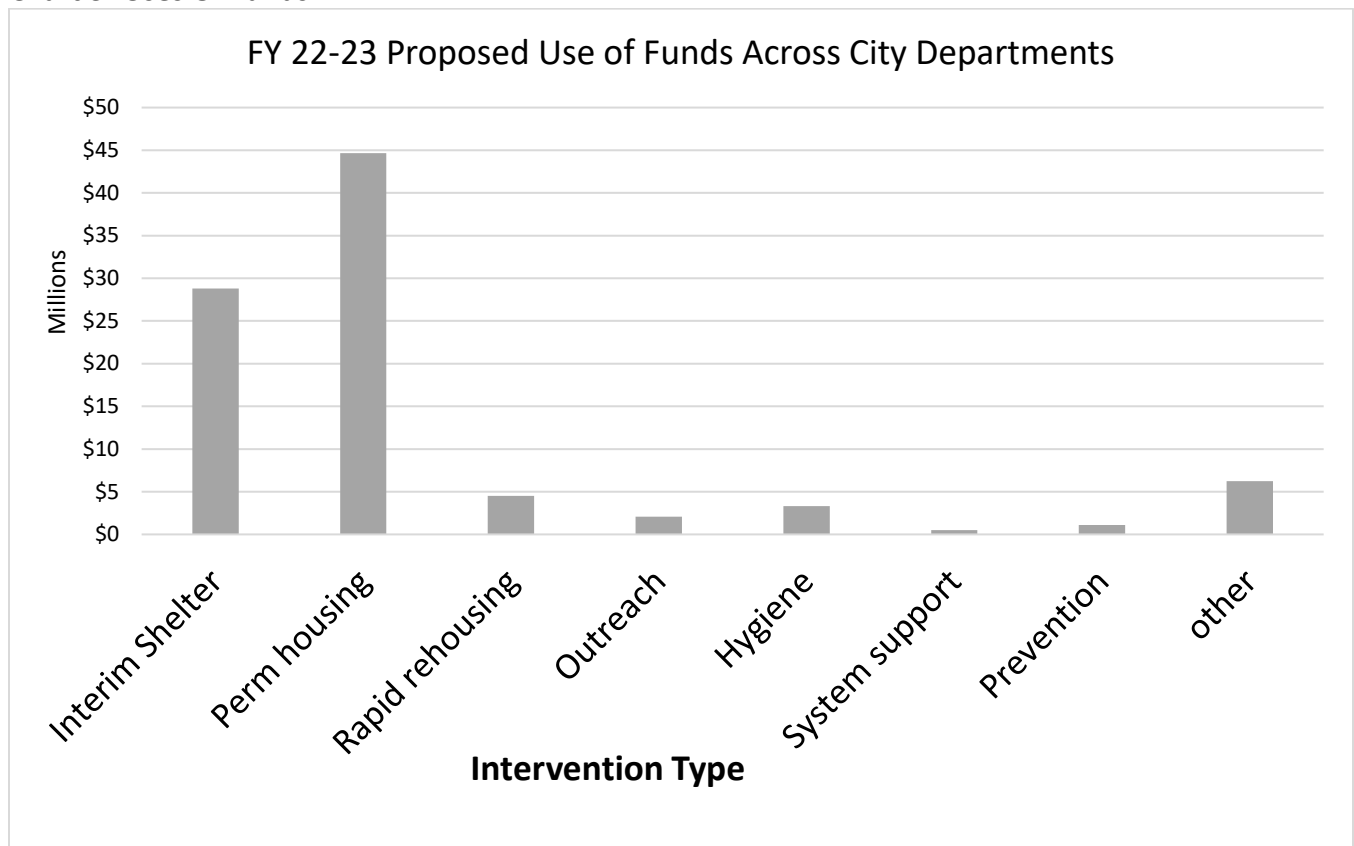
Chart 2 - One Time vs On Going Funds

Chart 3 below illustrates the amounts proposed to spend on each type of intervention and reflects funds from the Human Services Department, along with significant investments of the Housing and Community Development Department, City Administration's homelessness unit, and private funds that impact the Oakland system. Each intervention type is discussed in more detail in the tables below.

Chart 3- Uses Of Funds

- Other-Directed initiatives: \$3 Million in Housing Opportunities for People With AIDS (HOPWA); \$2 Million in HHAP Youth set aside funding that is not allocated
- Permanent housing: includes funding from HSD and from HCD.
- Outreach: Includes funds from HSD and CAO
- Prevention: includes funds from HCD and Keep Oakland Housed

Implementation of Oakland specific funding - FY 22-23

Over the next fiscal year these resources will be implemented to strategically maximize every homeless funding dollar. This includes a focus on:

- Investing in interventions which are in alignment with PATH Framework strategies and Home Together Strategies and contribute to meeting the HHAP 3 system performance goals defined above
- Maintaining investments across the continuum of homeless response (prevention, emergency response, housing)
- Prioritizing ongoing long-term strategies with ongoing funding
- Aligning specific programs with allowable funding sources

- Ensuring one-time funds with varied ending dates can be fully spent down in a timely manner

Highlights/New Initiatives

The charts below provide details on what is expected to be achieved in FY 22-23 with existing funding. Some highlights of this upcoming work include:

Expansion of the Oakland PATH Rehousing Initiative (OPRI) program.

Since 2010, the OPRI strategy has successfully housed more than 650 formerly homeless Oakland residents with subsidies provided by the Oakland Housing Authority, and services funded by the City. For many years, OPRI assisted 100 homeless households per year, including individuals in encampments, youth 18-24 who are exiting the foster care or juvenile justice systems, and young adults ages 18-35, who are at high risk of being perpetrators or victims of violence. In FY 21-22 the program expanded to serve 40 homeless family households. In FY 22-23 the program will expand again to serve 40 households who are exiting Community Cabins and are willing and able to work. In addition to housing subsidies, the expanded program will provide both housing navigation services and workforce services to assist participants in obtaining and maintaining housing and employment.

Youth Guaranteed Income Pilot

Forty-five homeless transitional aged youth (TAY) will receive a monthly stipend for up to 24 months. Youth will receive supportive services financial coaching, housing support and workforce support. The City of Oakland's pilot will be part of a national homeless Transitional Aged Youth (TAY) guaranteed income/direct cash transfer evaluation (including New York City, Los Angeles, and the State of Minnesota) led by the University of Chicago's Chapin Hall, an independent policy research center that provides public and private decision-makers with rigorous research to support them in improving the lives of children, families and communities.

Capacity Building with a focus on racial equity

In FY 22-23 cohort two of a capacity building initiative for new providers will begin with the continued goals of:

- Expanding contracts to a larger number and percentage of provider organizations led by, and specifically serving, communities that have been underrepresented or poorly served.
- Expanding contracts to more programs located in, or deeply connected to, areas with significant populations of targeted racial or ethnic groups.

FY 22-23 will also launch a new program providing a yearlong series of professional development workshops to homeless services staff with a focus on strengthening the capacity of homeless services professionals to become more aware of the impact of systemic and structural racial inequities on their work and the people they serve.

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Expanding and Improving the Homeless Family System (funding pending a competitive award)

The Human Services Department has applied for funding from the State to strengthen and expand the existing homeless family system. The new funding would expand the current inventory of interim housing for families by 17 recovery-focused interim housing units (a 29% increase in family interim housing capacity). This expansion would fund three new small BIPOC-led transitional housing providers and expand culturally responsive services in the family homelessness response system. Two of these providers completed Cohort 1 of the capacity building initiative described above. The new funding would also create mental health and workforce staff positions to serve all programs in entire family system and work with families as they move from the streets to housing.

FY 22-23 Implementation Plan for homeless funding by Intervention Type

Intervention: Interim Housing/Spaces	PATH Framework Strategy Supported
Description: Emergency shelter, Community Cabins/Pallet Shelter, Transitional Housing Safe RV Parking spaces. Some program types include modest investments in exit resources.	<input type="checkbox"/> Ensure fewer people become homeless <input checked="" type="checkbox"/> Address impacts of unsheltered homelessness <input checked="" type="checkbox"/> Maintain, improve, and expand crisis response beds <input checked="" type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input type="checkbox"/> Increase the supply of ELI and PSH
Funding Sources And Amounts \$28,800,999 ³ (ESG, CDBG, CoC HHAP, Measure Q, State Encampment Resolution Funding)	
Expected Outcomes <ul style="list-style-type: none"> • FY 22-23 – Maintain 1263 interim beds and 130 Safe RV Parking spaces. • Open 93 new interim beds⁴ and up to 126 new Safe RV Parking spaces⁵ • Transition one Cabin site (Oak St) to serve only women • 1000 people exit interim interventions to permanent housing 	

³ Excludes Lake Merritt Lodge which does not currently have funding allocated after June 30, 2022

⁴ 50 new beds at Wood st with State ERF funding; 43 new beds in Lao workforce transitional housing

⁵ 66th Ave RV Safe Parking 126 spaces

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Intervention: Outreach	PATH Framework Strategy Supported
Description: Street based engagement, connection to interim beds and other resources, linkage to the Coordinated Entry System, support to the Encampment Management Team; 4 FTE City outreach staff	<input type="checkbox"/> Ensure fewer people become homeless <input checked="" type="checkbox"/> Address impacts of unsheltered homelessness <input type="checkbox"/> Maintain, improve, and expand crisis response beds <input checked="" type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input type="checkbox"/> Increase the supply of ELI and PSH
Funding Sources And Amounts \$2,063,653 ⁶ (ESG, Measure Q, General Fund)	
Expected Outcomes <ul style="list-style-type: none"> ○ Contact with 8000 unduplicated people ○ 200 people assisted to move from streets to indoor location ○ Support Encampment Management Operations (# TBD) with intensive outreach prior to and during each intervention 	

Intervention: Hygiene	PATH Framework Strategy Supported
Description: Portable toilets, wash stations, garbage pickup, mobile showers, encampment cleaning supplies	<input type="checkbox"/> Ensure fewer people become homeless <input checked="" type="checkbox"/> Address impacts of unsheltered homelessness <input type="checkbox"/> Maintain, improve, and expand crisis response beds <input type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input type="checkbox"/> Increase the supply of ELI and PSH
Funding Sources And Amounts \$2,250,000 (General Fund, Measure Q, HHAP)	
Expected Outcomes <ul style="list-style-type: none"> ○ Maintain a minimum of 65 street-based hygiene sites and 7 program 	

⁶ Includes \$750,000 in CAO funds for outreach, \$743,000 in HSD funds for contracted outreach; \$595,468 for HSD outreach staff

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sites with portapotties and wash stations ○ Maintain a minimum of 35 shower sessions/week around the City	
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Intervention: Permanent Housing Strategies	PATH Framework Strategy Supported
Description: Capitalized operating reserves for future HomeKey projects; long term housing subsidies and supportive services through the OPRI program; supportive services to individuals in permanent supportive housing at the California and Harrison hotels; Youth Guaranteed Income Pilot ⁷ - direct cash transfers and supportive services	<input type="checkbox"/> Ensure fewer people become homeless <input type="checkbox"/> Address impacts of unsheltered homelessness <input type="checkbox"/> Maintain, improve, and expand crisis response beds <input checked="" type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input checked="" type="checkbox"/> Increase the supply of ELI and PSH
Funding Sources And Amounts \$44,633,961 (HHAP, HUD, General Fund, Measure Q, HCD NOFA)	
Expected Outcomes <ul style="list-style-type: none"> ○ support the creation of approximately 40 new HomeKey units with operating funds ○ 275 households⁸ will be supported to maintain housing for 12 months or longer ○ 40 additional people will obtain permanent housing and employment through OPRI expansion- to serve people leaving community cabins who are ready, willing and able to work ○ 45 homeless youth ages 18-24 provided with direct cash transfers and services for 24 months. At least 36 participating youth will be permanently housed by the end of 12 months. 	

⁷ Youth Guaranteed Income Pilot will come to Council for authorization in summer 2022

⁸ Includes 135 existing households in permanent supportive housing: 140 existing households in OPRI

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<ul style="list-style-type: none"> ○ 124 new deeply affordable/homeless units will come online in FY 22-23, including 44 through HomeKey Round 2⁹ ○ 392 households will be permanently housed from Safer Ground hotels using Emergency Housing Vouchers (EHVs) from Oakland Housing Authority. (Many of these households were previously housed using ESG-CV rapid rehousing funding as a bridge between COVID response hotels and permanent housing.) <p>Potential Outcome</p> <ul style="list-style-type: none"> ○ Additional 575 units pending identification of capital funding such as HomeKey round 3 	
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Intervention: Rapid Rehousing	PATH Framework Strategy Supported
<p>Description: Short term (1-3 months) and medium term (6-12 months) rental subsidies and supportive services to assist people to find and sustain permanent housing.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure fewer people become homeless <input type="checkbox"/> Address impacts of unsheltered homelessness <input type="checkbox"/> Maintain, improve, and expand crisis response beds <input checked="" type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input type="checkbox"/> Increase the supply of ELI and PSH
<p>Funding Sources And Amounts \$4,507,444¹⁰ (HUD CoC, ESG, Measure W, Measure Q)</p>	
<p>Expected Outcomes 217 households supported to obtain and maintain housing¹¹</p>	

⁹ Balance of 80 units being brought to the City Council for authorization in June 2022

¹⁰ Includes \$2.2 Million in Measure W set aside for Lake Merritt Lodge exits whenever that program closes

¹¹ Includes 92 households exiting the Lake Merritt Lodge whenever that program closes

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Intervention: System Support	PATH Framework Strategy Supported
<p>Description: Cohort two of a capacity building initiative for small BIPOC led organizations to support their ability to contract with the city and provide homeless services; professional development training program to strengthen the capacity of homeless services professionals to become more aware of the impact of systemic and structural racial inequities on their work and the people they serve; Part time (20 hrs/week) data consultant to support enhanced data management with a focus on data disaggregated by race</p>	<input type="checkbox"/> Ensure fewer people become homeless <input type="checkbox"/> Address impacts of unsheltered homelessness <input checked="" type="checkbox"/> Maintain, improve, and expand crisis response beds <input checked="" type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input type="checkbox"/> Increase the supply of ELI and PSH
<p>Funding Sources And Amounts \$600,000 (Measure Q, HHAP 3)</p>	
<p>Expected Outcomes</p> <ul style="list-style-type: none"> • Serve 10-12 new small BIPOC led organizations in the capacity building program. Extend homeless services contracts to between 1-3 of these organizations. • Up to 45 homeless services staff will complete the yearlong anti-racist professional development training. • Creation of internal facing data dashboard to track progress of all grantees by month. All data disaggregated by race. Racially disaggregated data will inform funding recommendations for FY 23-24. 	

Intervention: Homeless Prevention	PATH Framework Strategy Supported
<p>Description: Any combination of financial assistance, housing stability services, and legal services for people at risk of homelessness. Using a screening tool, services are targeted</p>	<input checked="" type="checkbox"/> Ensure fewer people become homeless <input type="checkbox"/> Address impacts of unsheltered homelessness

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towards those most likely to become homeless if not for this assistance.	<input type="checkbox"/> Maintain, improve, and expand crisis response beds <input type="checkbox"/> Return people to housing as quickly as possible <input type="checkbox"/> People who have been homeless have the incomes and supports they need to avoid returning to homelessness <input type="checkbox"/> Increase the supply of ELI and PSH
Funding Sources And Amounts \$1,111,476 from various public funds	
Expected Outcomes <ul style="list-style-type: none"> Support 3310 households to maintain their housing 	

Making Strategic and Balanced Investments Across Strategies

The implementation actions outlined above highlight the importance of investing across the full continuum of programs that address homelessness. Providing someone with a bed in an interim housing program offers a critical stepping-stone toward housing stability but alone is insufficient. Preventing vulnerable residents from becoming homeless and expanding the supply of deeply affordable and supportive housing, are necessary elements for solving homelessness.

In the PATH Framework, Centering Racial Equity Report and the Home Together Plan, system modeling has informed the estimates of the programs and inventory needed to achieve an optimal homeless system that has the capacity to serve all of the existing need within 5 years. Oakland's programs and services were included within the county's larger system modeling effort and are not discussed in detail in this report. However, using the same system modeling assumptions about pathways and outcomes but using Oakland specific data has resulted in some Oakland specific data modeling which can be found in Appendix F.

System modeling can help drive future decision making about where to allocate existing and new homeless resources. An ideal funding ratio for Alameda County follows the Regional All Home allhomeca.org recommendations for Oakland stating that for every one interim housing beds created, three units of deeply affordable housing should be created and four households should be prevented from becoming homeless (1:3:4). Over time, this ideal ratio should create a system with adequate prevention resources and adequate affordable housing options available so that the average length of stay in a crisis response bed can be shortened to ensure that bed serves more than one person per year and so that additional people may be immediately re-housed from the street without a shelter stay.

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System modeling shows that there is still a huge discrepancy between what is needed to end homelessness in Oakland and Alameda County and the resources available. The Home Together Plan calls for an investment of \$2.5 Billion over the next five years. The Oakland Local Action Plan recommends strategies and investments using existing funding but the work to secure additional funding and end homelessness for more Oakland residents must continue.

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Appendices

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Appendix A- Landscape Analysis- Oakland

Table 1. Landscape Analysis of Needs and Demographics		
	People Experiencing Homelessness	Source and Date Timeframe of Data
Population and Living Situations		
TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS	4,071	2019 PIT
# of People Who are Sheltered (ES, TH, SH)	861	2019 PIT
# of People Who are Unsheltered	3,210	2019 PIT
Household Composition		
# of Households without Children	3,414	2019 PIT
# of Households with At Least 1 Adult & 1 Child	64	2019 racial equity system modeling
# of Households with Only Children	21	2019 PIT
Sub-Populations and Other Characteristics		
# of Adults Who are Experiencing Chronic Homelessness	865	2019 PIT
# of Adults Who are Experiencing Significant Mental Illness	1236	2019 PIT
# of Adults Who are Experiencing Substance Abuse Disorders	1009	2019 PIT
# of Adults Who are Veterans	361	2019 PIT
# of Adults with HIV/AIDS	127	2019 PIT
# of Adults Who are Survivors of Domestic Violence	238	2019 PIT
# of Unaccompanied Youth (under 25)	468	2019 PIT
# of Parenting Youth (under 25)	12	2019 PIT
# of People Who are Children of Parenting Youth	14	2019 PIT
Gender Demographics		

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# of Women/Girls	1462	2019 PIT
# of Men/Boys	2451	2019 PIT
# of People Who are Transgender	62	2019 PIT
# of People Who are Gender Non-Conforming	96	2019 PIT
Ethnicity and Race Demographics		
# of People Who are Hispanic/Latino	529	2019 PIT
# of People Who are Non-Hispanic/Non-Latino	3542	2019 PIT
# of People Who are Black or African American	2,836	2019 PIT
# of People Who are Asian	48	2019 PIT
# of People Who are American Indian or Alaska Native	173	2019 PIT
# of People Who are Native Hawaiian or Other Pacific Islander	23	2019 PIT
# of People Who are White	469	2019 PIT
# of People Who are Multiple Races	522	2019 PIT

Appendix B- Services Provided- Oakland

Table 2. Landscape Analysis of People Being Served							
	Perman ent Supportiv e Housing (PSH)	Rapid Rehousi ng (RRH)	Transiti onal Housing (TH)	Interim Housing or Emergen cy Shelter (IH / ES)	Outreach and Engagem ent Services (O/R)	Other: RV Safe Parkin g	Source(s) and Timefra me of Data
Household Composition							
# of Households Total	166	194	452	1,413	1,560	173	FY 20-21 APRs by interventi on type
# of Households without Children	153	129	412	1,347	1,506	173	FY 20-21 APRs by interventi on type
# of Households with At Least 1 Adult & 1 Child	13	65	40	53	6	0	FY 20-21 APRs by interventi on type
# of Households with Only Children	0	0	0	0	2	0	FY 20-21 APRs by interventi on type
Sub- Populations and Other Characteristic s							
# of Adults Who are Experiencing Chronic Homelessness	58	16	263	705	968	85	FY 20-21 APRs by interventi on type
# of Adults Who are Experiencing Significant Mental Illness	107	114	259	471	813	78	FY 20-21 APRs by interventi on type
# of Adults Who are Experiencing Substance Abuse Disorders	30	17	40	72	208	11	FY 20-21 APRs by interventi on type

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# of Adults Who are Veterans	3	8	11	47	70	5	FY 20-21 APRs by intervention type
# of Adults with HIV/AIDS	1	3	9	38	32	3	FY 20-21 APRs by intervention type
# of Adults Who are Survivors of Domestic Violence	40	28	62	130	190	3	FY 20-21 APRs by intervention type
# of Unaccompanied Youth (under 25)	0	8	79	60	57	4	FY 20-21 APRs by intervention type
# of Parenting Youth (under 25)	0	6	7	10	0	0	FY 20-21 APRs by intervention type
# of People Who are Children of Parenting Youth	0	5	9	11	0	0	FY 20-21 APRs by intervention type
Gender Demographics							
# of Women/Girls	66	122	184	534	618	67	FY 20-21 APRs by intervention type
# of Men/Boys	104	87	274	878	892	106	FY 20-21 APRs by intervention type
# of People Who are Transgender	1	1	5	11	5	1	FY 20-21 APRs by intervention type
# of People Who are Gender Non-Conforming	0	0	3	1	1	0	FY 20-21 APRs by intervention type
Ethnicity and Race Demographics							
# of People Who are	11	34	60	198	163	56	FY 20-21 APRs by

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

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Appendix C- Funding Analysis- Oakland

Funding Program	Fiscal Year	Total Amount Invested into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding		Brief Description of Programming and Services Provided	Population Served
Other (please enter funding source)	FY 2022-2023	\$6,290,000	Local Agency	Outreach and Engagement		Measure Q: Street Outreach, Family Shelter, Transitional Housing operating support, Oakland PATH Rehousing Initiative (OPRI) Services (partnered with Oakland Housing Authority housing subsidy funds), Motel Vouchers, emergency food distribution	ALL PEOPLE EXPERIENCING HOMELESSNESS
				Non-Congregate Shelter/ Interim Housing			
				Permanent Supportive and Service-Enriched Housing			
				Administrative Activities			
Local General Fund	FY 2022-2023	\$ 2,090,000.00	Local Agency	Outreach and Engagement		General Purpose Funds: Street Outreach, Svc in permanent housing, match for federal grants, Homeless Services Staff	ALL PEOPLE EXPERIENCING HOMELESSNESS
				Permanent Supportive and Service-Enriched Housing			
				Administrative Activities			
Community Development Block	FY 2022-2023	\$ 1,140,000.00	Federal Agency	Administrative Activities		shelter operations, city staff	ALL PEOPLE EXPERIENCING HOMELESSNESS

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Grant (CDBG) - via HUD				Non-Congregate Shelter/ Interim Housing		time/admin, thanksgiving dinner	
Continuum of Care Program (CoC) - via HUD	FY 2022-2023	\$ 5,600,000.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		transitional housing/rapid rehousing programs for singles and families;	ALL PEOPLE EXPERIENCING HOMELESSNESS
				Rental Assistance		rapid rehousing for families; rapid rehousing for TAY; transitional housing for TAY	
Emergency Solutions Grants (ESG) - via HUD	FY 2022-2023	\$ 660,000.00	Federal Agency	Non-Congregate Shelter/ Interim Housing		operating support for singles and family shelter, rapid rehousing support for families, street outreach, services for TAY OPRI program (with housing subsidies provided by Oakland Housing Authority); City staff/admin	ALL PEOPLE EXPERIENCING HOMELESSNESS
				Rental Assistance			
				Outreach and Engagement			
				Administrative Activities			
Other (please enter funding source)	FY 2022-2023	\$ 3,230,000.00	Federal Agency	TBD		HOPWA-uses TBD	ALL PEOPLE EXPERIENCING HOMELESSNESS AND LIVING WITH HIV/AIDS
	FY 2023-2024						
	FY 2024-2025						
Other (please enter)	FY 2021-2022	\$ 4,210,000.00	Federal Agency	Non-Congregate Shelter/		OHA: housing subsidy	ALL PEOPLE EXPERIENCING HOMELESSNESS

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funding source)				Interim Housing		funds for OPRI (families, singles, TAY, workforce); operating subsidies for family and singles TH	
				Rental Assistance			
Other (please enter funding source)	FY 2022-2023	\$ 510,000.00	Local Agency	Non-Congregate Shelter/ Interim Housing		Alameda County: support for adult TH program (match to CoC funds), winter shelter	SINGLE ADULTS
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023	\$ 945,000.00	State Agency	Permanent Supportive and Service-Enriched Housing		HHAP 1: Youth Guaranteed Income pilot	UNACCOMPANIED YOUTH
	FY 2023-2024						
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023	\$ 9,310,000.00	State Agency	Permanent Supportive and Service-Enriched Housing		HHAP 2: HomeKey operating support; Youth Guaranteed Income pilot	UNACCOMPANIED YOUTH AND HOMEKEY POPULATION TO BE DETERMINED
	FY 2023-2024						
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023	\$ 24,066,822.52	State Agency	Non-Congregate Shelter/ Interim Housing	Administrative Activities	HHAP 3: community cabins/pallet shelters, RV Safe Parking sites, Emergency shelter (COVID response), TAY TH, encampment based portapotties, wash stations and mobile showers, HomeKey operating	ALL PEOPLE EXPERIENCING HOMELESSNESS
	FY 2023-2024			Permanent Supportive and Service-Enriched Housing			
				Outreach and Engagement			
				Systems Support Activities			

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						subsidies, capacity building initiative focused on small, Black led agencies	
Encampment Resolution Grants - via Cal ICH	FY 2022-2023	\$ 4,731,300.00	State Agency	Non-Congregate Shelter/ Interim Housing		Encampment Resolution Funding-prepare site for 100 people; serve 50 ppl in year 1 with these funds	ALL PEOPLE EXPERIENCING HOMELESSNESS
Homekey (via HCD)	FY 2022-2023	TBD	State Agency	Permanent Supportive and Service-Enriched Housing		TBD	ALL PEOPLE EXPERIENCING HOMELESSNESS
	FY 2023-2024						

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Appendix D- DRAFT Outcome Goals- Alameda County

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

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Americans are increasingly being served in our homeless response system ensures being matched with housing exits. Since we expect to be closer to a total population of 17,000 people experiencing homelessness in 2024, we will set our goal based on % of population at that time.

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Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis		
Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
6,312	Increase of 1,788 (8,100 total)	28% Increase
Optional Comments		
<p>From 2018-2020 our CoC experienced a 63% increase in unsheltered homelessness, and we continue to see an upward trajectory, in both number and % of the unsheltered homeless population, according to our 2022 PIT Count data. If we continue with the current trajectory, we expect our unsheltered population to grow to 10,303 in 2024. We are setting a goal to decrease the current rate of increase in unsheltered homelessness, and to have no more than 8100 people unsheltered in 2024. This goal (8,100 unsheltered in 2024) would be an increase of 28% between 2020 and 2024, which is less than half of our current rate of increase for this measure (63%). Rationale for this goal includes the impact of the increase in shelter capacity as a result of one-time COVID resources, which has and continues to lead to increases in sheltered homelessness. In addition, as COVID regulations are lifted, shelter capacity may expand back toward pre-COVID levels, also increasing capacity for shelter.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	
Our latest PIT Count (2022) shows that unaccompanied youth households (ages 18-24) that are unsheltered comprise 9.3% of our CoC's total unsheltered population, which is higher than the percentage this population represents within our total homeless system (8%). This overrepresentation of youth in unsheltered homelessness is also consistent with data from our 2019 PIT Count which shows youth represented at 9% of the unsheltered population. We have seen this number reduced in the past (between 2017 and 2019), and believe that with targeted interventions including expanded access to Coordinated Entry through youth access points (and through our CoC's YHDP projects), as well as interim housing for youth,	Our goal is to bring the # of unaccompanied youth (ages 18-24) who are unsheltered down by 2.3% to 7% of the unsheltered population in 2024. This decrease would be a full percentage point lower from the current percent of the total homeless population that unaccompanied youth currently represent.	

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which is coming online this year, we can once again impact this number.

Outcome Goal #2: Reducing the number of persons who become homeless for the first time.

Baseline Data: Annual Estimate of # of people who become homeless for the first time	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
3,967	Increase of 2,033 (6000 total)	51%
Optional Comments		
<p>Our CoC doesn't currently anticipate an influx in prevention resources, however, we do foresee that due to lifting of eviction moratoria we will likely see a future increase in first-time homelessness. HDIS data shows that between 2018 and 2020 our CoC saw a 69% increase in first time homelessness. At this rate of increase, we would expect to see approx. 6,700 people becoming homeless for the first time in 2024. Homelessness response system modeling and projections included in our Home Together 2026 Plan also project an increase in first time homelessness in 2022 and 2023, with eventual stabilizing in 2024 and a slight decrease by 2026. For these reasons, we propose to slow this upward trajectory of the rate of first-time homelessness, from 69% to 51% between 2020 and 2024. This goal would result in 6,000 people becoming homeless for the first time in 2024 instead of 6,699, which would be the projection at our current rate of increase.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:		Describe the trackable data goal(s) related to this Outcome Goal:

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Between 2018-2020, the growth in first time homelessness among the Black or African American population in our CoC was 45%. The percentage of Black or African American people who became homeless for the first time in CY 2020 was 1,951, or 49% of the total number of people experiencing homelessness for the first time, well above the representation of Black or African American in the general county population (11%). We are proposing to reduce first time homelessness for black or African American people in our homeless response system through current problem solving and flexible financial assistance resources targeted to achieve greater race equity. Instead of growth at 45%, we are proposing to slow the growth rate to 41% in 2024, so that no more than 2,750 of those becoming homeless for the first-time are Black or African American.

The percentage change in the rate of increase of persons who become homeless for the first time who are Black or African American will slow from 45% to 41% between 2020 and 2024.

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

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
1,813	Increase of 137 (1950 total)	8%
Optional Comments		
<p>Most of the housing inventory in our system's pipeline for the next few years will show up in HMIS as PSH, meaning that people who are housed with these resources won't be counted as 'system exits'. While we anticipate the number of people exiting homelessness to continue to grow, most of this growth will not be captured by this measure, given that, for the State/HDIS, only those that are exited/housed without any ongoing homelessness response system resources will be counted. We anticipate a smaller increase for those exiting to housing outside of our system, as our resources and attention are going toward pathways where people are supported with system resources to maintain their housing. In addition, given planned increases in shelter to reduce unsheltered homelessness, our system will have a growing number of people in shelter that need housing exits.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		

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Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:
(Pending data on re-entry population)	(Pending data on re-entry population)

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

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
152	0	0%
Optional Comments		
<p>The State's HDIS data shows an 11% decrease in days homeless over a 3-year period. However, our local data shows a large discrepancy in the average length of time that people in Alameda County remain homeless (HMIS data shows 229 days is the average length of time homeless in CY 2021). Due to this variation in data that is not well explained, the fact that historically this measure has been difficult to impact, that outliers for this measure can impact the average for the entire population, and that, due to conditions related to the COVID-19 pandemic, people have and continue to spend longer than typical durations in ES, our goal is to maintain the current average length of time people remain homeless, and to prevent any large increases in this measure.</p>		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related	Describe the trackable data goal(s) related to this Outcome Goal:	

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

Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.

Baseline Data: % of people who return to homelessness after having exited homelessness to permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
8.64%	0% (holds at 9%)	0%
Optional Comments		
Alameda County proposes to maintain (not increase) our approximately 9% rate of returns to homelessness as we look to increase the total number of people exiting the system to permanent housing. This measure has had 0% change between 2018 and 2020. There will always be some level of attrition across housing exits, and we've seen this % remain steady through the years. Our focus is on increasing the number of exits from homelessness but shifts in housing retention are small and difficult to impact significantly, especially as we increase housing exit resources for those who don't require intensive ongoing services. A 9% rate of returns to homelessness is also aligned with the projection from our recently updated homelessness system model, detailed in the Home Together 2026 Community Plan.		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and	Describe the trackable data goal(s) related to this Outcome Goal:	

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how this focus has been informed by data in your landscape assessment:	
Returns to homelessness for veterans are currently at 14% (and have seen an increase of 7% between 2018-2020), which is well above the system-wide rate of 9%. Our goal is to decrease veterans' returns to homelessness, so they're more in line with the rate of returns to homelessness in the overall homeless system. We believe that decreasing returns to homelessness for veterans from 14% to 9% can be accomplished with continued partnership with our local VA office to sustain housing for veterans through programs like HUD-VASH and SSVF.	Reduce the percentage of veterans who return to homelessness after exiting homelessness to permanent housing from 14% to 9%, a decrease of 5%.

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

Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People Successfully Placed from Street Outreach	Increase as % of Baseline
24	24 (48 total)	100%
Optional Comments		
State HDIS data shows that successful placements from Street Outreach programs have increased by 71% between 2018 and 2020. At this rate of increase we would expect to reach 41 successful placements from Street Outreach by 2024. However, we believe we can aim higher as we expect an expansion of outreach teams using HMIS in our CoC beginning FY 2022/2023. There are more street health outreach teams who are also participating in housing problem solving and front door services as part of Coordinated Entry which should also positively impact this measure.		
Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness		
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal:	

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There was insufficient population data from HDIS on those included in this measure for 2018 - 2020. However, we do know that 14 out of 24 (58%) successful placements from street outreach were for white people. While this is not a large enough sample size to show up in the HDIS baseline numbers for the breakdown of additional races, we can conclude that only 10 out of 24 people in this category (42%) were not white. This conclusion does not align with the representation of BIPOC both in the overall homeless system and in the general population. Therefore, in the absence of a larger sample size to draw conclusions from regarding disproportionate impacts, and in alignment with the aim of our Home Together 2026 Community Plan to center racial equity and reduce racial disparities, we will set an intention to reach larger percentages of all BIPOC served by street outreach and exiting to successful placements, so that it aligns with BIPOC representation in the overall homeless system.

To achieve equity in this measure for all BIPOC populations experiencing homelessness, by 2024 at least 4% of successful placements from street outreach should be American Indian or Alaska Native; 3% Asian; 53% Black or African American; and 2% Native Hawaiian or other Pacific Islander; and 7% with multiple races.

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Appendix E- DRAFT Strategies to Achieve Outcome Goals

Strategy 1	
Description	
Prevent Homelessness for our residents: address racial disparities in mainstream/upstream systems to prevent racially disproportionate inflow into homelessness (Goal 1, Strategy 1 in Home Together 2026 Plan). Activities include partnering with school districts, social services agencies, child welfare, community health organizations and others to connect people to prevention and economic supports in a timely manner and through trusted sources; working with criminal justice institutions to create housing planning and homelessness prevention resources; and ensuring that workforce services are accessible to and structured to support people whose housing is unstable.	
Timeframe	
July 1, 2021 - June 30, 2024	
Entities with Lead Responsibilities	
Office of Homeless Care and Coordination (system connection); Alameda County Behavioral Health (Care First, Jails Last); Social Services Agency (workforce development)	
Measurable Targets	
Decrease racial disparities from 2021 baseline for people experiencing homelessness as well as those who become homeless for the first time.	
Performance Measure to Be Impacted	
1. Reducing the number of persons experiencing homelessness	
2. Reducing the number of persons who become homeless for the first time.	
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.	

Strategy 2	
Description	
Prevent Homelessness for our residents: rapidly resolve episodes of homelessness through Housing Problem Solving (Goal 1, Strategy 3 in Home Together 2026 Plan). Activities include adding resources to flexible funding pools for Housing Problem Solving, a practice	

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of helping people newly homeless or on the verge of homelessness to identify rapid solutions to their situation with light financial support; and offering housing problem solving training and funding throughout the system so that providers can quickly assist people when and where they seek help.
Timeframe
July 1, 2021 - June 30, 2024
Entities with Lead Responsibilities
OHCC as Coordinated Entry Management Entity
Measurable Targets
% increase in number of people exiting the homeless system to positive housing destinations through housing problem solving interventions.
Performance Measure to Be Impacted
2. Reducing the number of persons who become homeless for the first time.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 3
Description
Connect people to shelter and needed resources: expand access in key neighborhoods and continue improvements to Coordinated Entry (Goal 2, Strategy 1 in Home Together 2026 Plan). Activities include expanding neighborhood-based access points to the system's housing and shelter resources in places where people are most likely to lose housing or are currently experiencing homelessness; add access point outreach staff to connect people to these services in the field; develop the capacity for 211 to track and follow up with people seeking resources; and continue to track and evaluate the impact of updates to CES to ensure impacts are effective and support reductions in racial disparities.
Timeframe
July 1, 2021 - June 30, 2024

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Entities with Lead Responsibilities
OHCC as CE Management Entity
Measurable Targets
Increase successful placements from street outreach to sheltered situations; reduce the number of people who are unsheltered at a point in time.
Performance Measure to Be Impacted
1. Reducing the number of persons experiencing homelessness.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 4
Description
Connect people to shelter and needed resources: Significantly increase the availability of shelter, especially non-congregate models, to serve vulnerable households and to reduce unsheltered homelessness (Goal 2, Strategy 4 in Home Together 2026 Plan). Add 1,625 temporary shelter beds to serve vulnerable adults and families with children. New shelter will be primarily non-congregate and include access to support services; as new housing comes online, transition non-congregate shelters into permanent housing or remove these beds from the system as demand is reduced; and ensure health and safety conditions in shelter programs through countywide standards and track and monitor input by shelter residents.
Timeframe
July 2021 - June 2022
Entities with Lead Responsibilities
County Leadership (Health Care Services, Social Services, Probation, General Services, Housing & Community Development)
Measurable Targets
Reduce the number of people experiencing unsheltered homelessness.

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

Strategy 5
Description
Increase Housing Solutions: add units and subsidies for supportive housing, including new models for frail/older adults (Goal 3, Strategy 1 in Home Together 2026 Plan). Activities include expanding the supply of supportive housing subsidies and units through prioritization and matching strategies, and new development funding; creating a new model of supportive housing for older/frail adults with more intensive health service needs; and providing services funding for supportive housing through expansions of Medi-Cal enrollment and the CalAIM program.
Timeframe
July 2021 - June 2024
Entities with Lead Responsibilities
County HCD, OHCC
Measurable Targets
Increase the number of supportive housing units annually; increase the number of consumers receiving CalAIM (Medi-Cal) funded housing services.
Performance Measure to Be Impacted
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

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Strategy 6	
Description	
	Increase housing solutions: Create dedicated affordable housing subsidies for people who do not need intensive services (Goal 3, Strategy 2 in HT Plan). Activities include providing affordable housing without time limits for approximately 30% of adult only households and 28% of family households in the homeless system; add capacity within the system to support new dedicated affordable units including staff for new local operating subsidy program, additional CE staffing and lighter and variable supportive services.
Timeframe	
	July 1, 2021 - June 30, 2024
Entities with Lead Responsibilities	
	HCD, OHCC
Measurable Targets	
	Increase the number of dedicated affordable housing subsidies; launch a local operating subsidy program with dedicated funding.
Performance Measure to Be Impacted	
	3. Increasing the number of people exiting homelessness into permanent housing.
	4. Reducing the length of time persons remain homeless.
	7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 7	
Description	
	Strengthen coordination, communication, and capacity: Use data to improve outcomes and track racial equity impacts (Goal 4, Strategy 1 in HT Plan). Activities include improving HMIS coverage; considering increasing the frequency of the PIT Count to annual; improve tracking of resources and inventory to support evaluation and reporting; improving data quality and regularly review

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Local Action Plan to Address Homelessness for FY 22-23

system and program outcome data disaggregated by race; and work to incorporate an RBA framework systemwide when tracking and measuring performance metrics.
Timeframe
July 1, 2021 - June 30, 2024
Entities with Lead Responsibilities
HCD, OHCC
Measurable Targets
Expansion of participating HMIS organizations and users; improve availability of system performance measures disaggregated by race.
Performance Measure to Be Impacted
1. Reducing the number of persons experiencing homelessness.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy 8
Description
Strengthen coordination, communication, and capacity: Improve messaging and information availability (Goal 4, Strategy 2 in HT Plan). Activities include centralizing homeless resource information and regular system updates to partners; providing an annual Home Together plan update on progress and challenges; complete a full inventory of current/anticipated resources for all key partners in order to identify gaps in funding and strategies to fill these gaps.
Timeframe
July 1, 2021 - June 30, 2024
Entities with Lead Responsibilities
CoC, OHCC

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Measurable Targets
Availability of annual reporting demonstrating performance toward goals in the Home Together 2026 Community Plan; availability of a centralized inventory of homeless system resources updated in real-time.
Performance Measure to Be Impacted
1. Reducing the number of persons experiencing homelessness.
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

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Appendix F: Proposed HHAP-3 Program Budget

Intervention Type (HHAP categories)	Intervention -sub type	Population	Vendor	Program Name	\$ amount
Interim Shelter	Cabins/Pallets	SINGLES	HCEB	3rd/Peralta-PSA	\$900,000
Interim Shelter	Cabins/Pallets	SINGLES	HCEB	Lakepoint Cabins	\$1,650,000
Interim Shelter	Cabins/Pallets	SINGLES	Operation Dignity	MCC N	\$900,000
Interim Shelter	Cabins/Pallets	SINGLES	Operation Dignity	MCC S	\$900,000
Interim Shelter	Cabins/Pallets	SINGLES	Operation Dignity	NCC	\$900,000
Interim Shelter	Cabins/Pallets	SINGLES	Family Bridges	Oak CC	\$900,000
Interim Shelter	Cabins/Pallets	SINGLES	Roots	Roots PSA	\$925,000
Interim Shelter	Consultant	ALL	Stevan Alvarado	Prop Mgt support	\$50,000
system support	Consultant		Jeweld Legacy	Capacity Building	\$250,000
Interim Shelter	Emergency Shelter	SINGLES	HCEB	HomeBase	\$950,000
Interim Shelter	Emergency Shelter	SINGLES	SVDP	SVDP shelter	\$1,400,000
outreach	hygiene	ALL	encampment supplies	hygiene	\$250,000
outreach	hygiene	ALL	Clean site	portapotties	\$390,000
outreach	hygiene	ALL	TBS	portapotties	\$135,000
outreach	hygiene	ALL	United	portapotties	\$225,000
outreach	hygiene	ALL	Dignity on Wheels	showers	\$750,000
outreach	hygiene	ALL	Roots	showers	\$150,000
outreach	hygiene	ALL	Urban Alchemy	showers	\$350,000
Permanent Housing	Operating Subsidy	TBD	TBD	HomeKey -operating subsidy	\$2,085,167
Interim Shelter	RV Safe parking	SINGLES	TBD	66th Ave	\$1,765,525
Interim Shelter	RV Safe parking	SINGLES	HCEB	71st ave safe parking	\$850,000
Interim Shelter	RV Safe parking	SINGLES	HCEB	High st safe parking	\$850,000
Interim Shelter	RV Safe parking	SINGLES	BOSS	wood st RV	\$1,043,484
Interim Shelter	SECURITY	TBD	TBD	SECURITY	\$200,000
Interim Shelter	TH	TAY	YSA	YSA Tiny Homes	\$503,337
Unprogrammed	unprogrammed	TAY	TBD	Unprogrammed Youth Set Aside	\$1,903,345
Interim Shelter	utilities	SINGLES	EBMUD	EBMUD	\$100,000
Interim Shelter	utilities	SINGLES	PG&E	UTILITIES/LEASES/TAXES	\$550,000
TOTAL					\$21,825,858

Appendix G: Oakland System Modeling

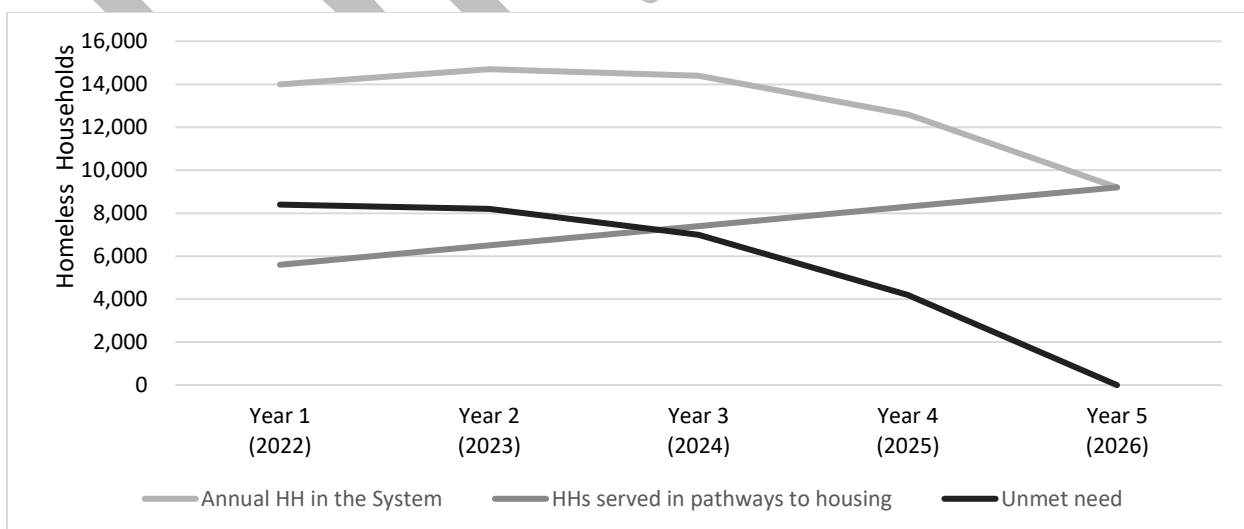
The Table below is based on the modeling assumptions made as part of the countywide Home Together Plan modeling but uses Oakland specific inventory numbers. It shows what is needed over the next 5 years to meet the need of addressing homelessness within Oakland

Oakland- Five Year System Modeling

Intervention Type	Baseline Inventory (2021)	Total Needed Year 1 (2022)	Total Needed Year 2 (2023)	Total Needed Year 3 (2024)	Total Needed Year 4 (2025)	Total Needed Year 5 (2026)
HP/Rapid Resolution	29	140	160	190	260	230
Crisis Response*	1,132	2,760	3,410	3,140	1,810	1,390
TH for Youth	113	113	120	140	200	170
Rapid Re-Housing	239	1,180	1,370	1,560	2,180	1,940
PSH	1,330	3,790	4,500	5,290	6,490	7,410
PSH-Seniors	0	520	1,090	1,690	2,530	3,190
Dedicated Affordable Hsg	0	1,570	3,320	5,240	7,870	10,070
Shallow Subsidy	195	830	1,740	2,750	4,090	5,240

*crisis response includes shelter, community cabins, RV Safe parking

The Chart below shows the impact on the homeless system if the investments in the model above were realized.



Appendix H- Homeless Response Planning Efforts

Over the past several years, there have been several processes at the City and County levels to strategically model homelessness response – what resources are needed, in what amounts and at what costs, in order to end unsheltered homelessness in our community in the next five years. These efforts, described in more detail below, include the City’s **Five-Year PATH Framework** from 2019, the 2020 countywide **Centering Racial Equity in Homeless System Design Report**, and the countywide **Home Together Plan** adopted by the Alameda County Board of Supervisors in May 2022.

PATH Framework

In December 2019, the City developed the Five Year Permanent Access to Housing (PATH) Framework which set out priorities, strategies, and recommendations focused on addressing the growing homelessness crisis in Oakland. The PATH Framework groups these strategies into three major buckets:

- **Prevention strategies** to keep people from becoming homeless.
- **Emergency strategies** to shelter and rehouse households and improve health and safety on the street.
- **Housing development strategies** to create Extremely Low Income (ELI) and Permanent Supportive Housing (PSH) units prioritized for individuals and families experiencing homelessness.

PATH Strategies

Specifically, the following strategies were prioritized:

- Ensure fewer people become homeless
- Address impacts of unsheltered homelessness
- Maintain, improve, and expand crisis response beds
- Return people to housing as quickly as possible
- People who have been homeless have the incomes and supports they need to avoid returning to homelessness
- Increase the supply of ELI and PSH

All strategies in the framework are grounded in a commitment to addressing equity by eliminating racial disparities in the rates at which people experience homelessness, and rates they exit to stable housing. In Oakland, African Americans are disproportionately impacted by homelessness due to long standing structurally racist practices such as red lining and employment discrimination. Over 70 percent of individuals who are homeless in Oakland are African American, despite African Americans only accounting for 24 percent of the City’s

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population. To that end, any plan aimed at addressing homelessness in Oakland must be approached from a lens acutely attuned to the needs of the African American community.

PATH Progress To Date

The PATH Framework's strategies have informed much of the City's work over the past three years. A summary of that work is in the table below.

Table 1:

PATH Strategy	Accomplishments FY19-20, FY 20-21, FY 21-22
Fewer people become homeless each year	<p>Since FY 19-20 the City of Oakland and Keep Oakland Housed (KOH), have supported over 21,000 households with prevention/anti displacement funding. This includes a large increase in funding during FY 20/21 and FY 21/22 due to COVID specific resources. These efforts are detailed below:</p> <ul style="list-style-type: none"> • FY 19-20 - \$2,913,300 in City anti displacement funds and private funds supported 3635 households • FY 20-21- \$43,547,013.30 in CARES, ERAP, State ERA, private and other public funds supported 10,966 households • FY 21-22- \$33,041,689.47 in CARES, ERAP, State ERA, and other public funds are projected to support approximately 6,725 households by program year-end
More people return to housing as quickly as possible	<ul style="list-style-type: none"> • \$4.7 million in ESG-CV to rapidly rehouse 176 Project Roomkey clients for up to two years until they are able to transition to ELI or PSH units (see EHV numbers in housing section below). • Expanded the OPRI program to serve 40 families in units with long term Oakland Housing Authority subsidies and city funded services • Added a rapid rehousing component to existing transitional housing programs to support more rapid exits to permanent housing.
Maintain, improve and expand crisis response beds	<p>Over the past 3 fiscal years, the number of Oakland funded interim beds/spaces has increased by over 800 beds/spaces for a total of 1523 beds/spaces. This includes the addition of:</p> <ul style="list-style-type: none"> • Cabin/pallet sites (Mandela North, Mandela South, Oak St, Lakepoint, 3rd/Peralta)

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	<ul style="list-style-type: none"> • Safe RV parking sites (High St, 71st Ave, Beach st, Wood st) • COVID response shelters (HomeBase, Lake Merritt Lodge) • Family shelter beds (Family Matters) • Youth shelter beds (YEAH!) • Youth transitional housing (YSA Tiny Homes)
People who have been homeless have the incomes and supports they need to avoid returning to homelessness	<ul style="list-style-type: none"> • Transitioned Miller Community Cabins to be workforce focused- serving people ready, willing and able to work • Supported several low barrier work opportunity programs to employ unsheltered people • New 18-month shallow subsidy pilot launched in 2021 as a targeted prevention strategy to help recently housed households maintain housing. Project 195 households served by the end of FY 21-22.
Expand the supply of deeply affordable and supportive housing for Oakland's most vulnerable residents	<p>Over the past 3 years, the following new Extremely Low Income/Homeless units were funded:</p> <ul style="list-style-type: none"> • 2019 – 135 units • 2020- 165 units, of which 62 were from HomeKey Round 1 • 2021-190 units, of which 80 were from HomeKey Round 1 • 123 people housed using Emergency Housing Vouchers (EHVs) from Oakland Housing Authority
Address impacts of unsheltered homelessness on sheltered and unsheltered neighbors	<ul style="list-style-type: none"> • 2nd public works crew added to address encampments • Increased encampment-based hygiene services to approximately 60 sites (portapotties, wash stations, garbage pick-up) • Mobile showers – up to 35 sessions/week • New Encampment Management Policy passed by Council in October 2020 • Expanded outreach by 6.5 FTE to focus on supporting the work of the Encampment Management Team (total contracted outreach staffing now at 11.5 FTE)
Racial Equity Evaluation and Capacity Building to eliminate racial disparities in the rates at which people experience homelessness, and rates they exit to stable housing	<p>Launched a capacity building initiative to support the development of healthy, sustainable community-based organizations that are able to successfully bid, receive, and execute contracts from the City and other government agencies. Goals were to:</p>

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	<ul style="list-style-type: none"> Expand contracts to a larger number and percentage of provider organizations led by, and specifically serving, communities that have been underrepresented or poorly served. Expand contracts to more programs located in, or deeply connected to, areas with significant populations of targeted racial or ethnic groups. <p>To date, four of the participating agencies have successfully been qualified under the Human Services Department's RFQ for homeless services and 2 participating agencies have been selected for funding.¹²</p>
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Together, the strategies and interventions above have supported the following system wide outcomes:

Fiscal Year	Total Number of People Served in Oakland Funded Programs	Number of People Who Exited from Programs	% Exits to Permanent Housing	% Exits to Interim Housing
2019-2020	4901	2455	27%	14%
2020-2021	4250	1950	40%	22%
2021-2022*	3412	612	37%	34%

*July 1, 2021-December 31, 2021

Impact of COVID on first two years of the PATH Framework

Shortly after the creation of the PATH Framework, the COVID pandemic began and dramatically changed the landscape of homeless services priorities and funding. Unprecedented increases in funding allowed many actions within the PATH priorities to quickly move forward (ex: prevention/anti displacement strategies (ERAP), increasing interim beds (RoomKey and other programs), increasing exit resources (federal emergency housing vouchers), increasing the creation of permanent housing units for people who are homeless (HomeKey), and increasing street based hygiene services). At the same time, the pandemic had a negative impact on the day-to-day functioning of homelessness programs and on people experiencing homelessness. Some of these impacts include:

¹² Funding is dependent on the City receiving a funding award under the State's Family Homelessness RFP. Awards will be announced at the end of June 2022.

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- Multiple pauses in intake/exits at congregate living sites due to periodic COVID 19 outbreaks and transmission mitigation interventions. This impacted the total number of people who were served as well as bed and unit utilization.
- Eligible residents were transferred to the County-operated Safer Ground programs, which gave them an increased opportunity to quarantine safely. However, these exits were not considered permanent housing (they are considered emergency shelter in the HMIS system) and the rate of exits to permanent housing went down and exits to homelessness (shelter) went up.
- Many clients lost employment or saw a reduction in their hours because of the economic shutdown, impacting their ability to maintain or increase income.
- Programs struggled to connect clients to service agencies to obtain things like SSI benefits, birth certificates, etc. because of office closures or limited hours of operation.

Centering Racial Equity in Homeless System Design Report¹³

The 2021 **Centering Racial Equity in Homeless System Design** report (CRE) sought to

- Identify and address factors leading to the over-representation of people of color in the population of people experiencing homelessness.
- Understand how facets of the homeless system benefit or burden people of color and pinpoint opportunities to advance racial equity within the system.
- Formulate key elements of a model homeless system, including optimal types and quantities of housing units and service programs
- Develop recommendations to more effectively and equitably allocate resources, prioritize investments, and advance proactive, targeted strategies to end and prevent homelessness.

The report was informed by both data (system modeling) and extensive interviews and focus groups with persons of color who have experienced homelessness. The CRE process modeled what an optimal system to respond to all homelessness and reduce racial disparities would look like and what gaps need to be filled.

Home Together Plan¹⁴

Building on the CRE report, the **Home Together 2026** Community Plan lays out the goals, strategies and investments needed to dramatically reduce homelessness by 2026 and combat racial disparities in homelessness through fully centering equity. The Home Together 2026 Community Plan has been informed by public comment, a Strategic Planning Committee representing people with lived expertise, County agencies and departments, local cities, community organizations, and homeless service providers. Home Together 2026 is also

¹³ [2021-Centering-Racial-Equity-in-Homeless-System-Design-Full-Report-FINAL.pdf \(everyonehome.org\)](https://www.everyonehome.org/2021-Centering-Racial-Equity-in-Homeless-System-Design-Full-Report-FINAL.pdf)

¹⁴ [Home-Together-2026_Report_051022.pdf \(acgov.org\)](https://www.acgov.org/2026-Home-Together-Report-051022.pdf)

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informed by and consistent with other state, local and regional efforts to address homelessness.¹⁵

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¹⁵ Alameda County, Health Care Services, Office of Homeless Care and Coordination website