

# Homelessness Action Plan 2018-2021



**County Homelessness Council**

Adopted by the Board of Supervisors  
November 20, 2018

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# Introduction

Alameda County’s Vision 2026 sets ambitious targets to promote communities that are vibrant, prosperous, safe, healthy, and inclusive. Included in the County’s 10x goals are ensuring the availability of diverse and affordable housing for all residents with the goal of eliminating homelessness in Alameda County.

The current local housing crisis, characterized by a lack of affordable housing, soaring rents, and increased homelessness, creates significant challenges to achieving this vision. We estimate that currently over 60,000 new deeply affordable housing units would be needed to end homelessness across Alameda County. The challenges are significant and complex and we will not be able to simply build our way out of homelessness. The County must work with cities and community partners on a multipronged approach that prevents homelessness, implements innovative approaches, provides critical support services, and increases housing capacity.



This Homelessness Action Plan sets forth a plan for Alameda County to invest \$340 million over the next three years toward the 2026 goal of eliminating homelessness in Alameda County. Alameda County currently invests more than \$83 million annually in homelessness services and supports. In addition to these ongoing investments, the County will dedicate an additional \$90 million over the next three years to support the new initiatives outlined in this Plan, for a total three-year investment of \$340 million to address homelessness. The new initiatives detailed in this Plan focus within the County’s role of services and infrastructure and include \$90 million in one-time funding will result in over 3,000 individuals/households obtaining or maintaining housing over the next three years.

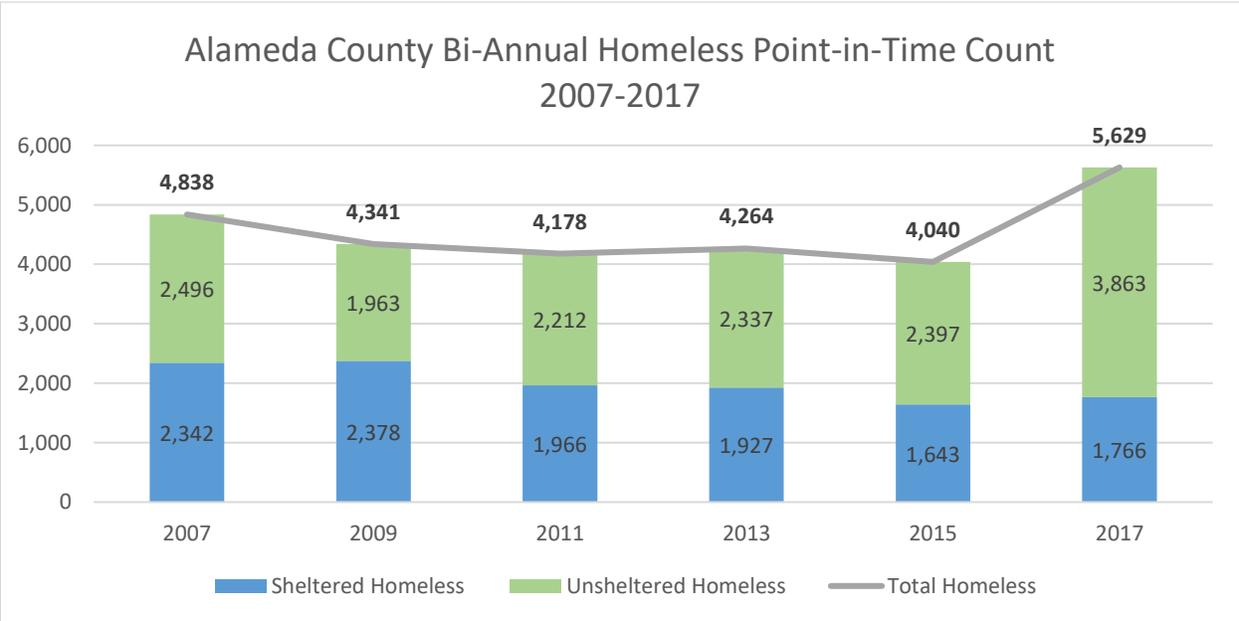
This Plan links with the deeper investments related to the A1 Affordable Housing Bond that are already rolling out. Over the next three years, the County will also continue to invest in affordable housing through the Measure A1 Bond that was passed by voters in November 2016 to create units for extremely low-income households. Measure A1 will fund the creation and protection of affordable housing options for low-income, vulnerable populations hit hard by soaring rent costs.

Together, the \$340 million in services outlined in this Homelessness Action Plan plus expected Measure A1 affordable housing investments of \$216 million represent a total County investment of \$556 million over the next three years toward addressing homelessness and building affordable housing. These County investments coupled with a strong collaborative approach with local government partners and other stakeholders will move Alameda County closer to its goal of ending homelessness by 2026.

# Background

Slow and stagnant wage growth combined with soaring rent costs has resulted in a local housing crisis. Renters in Alameda County would need to earn over \$48/hour, nearly four times the local minimum wage, to afford the median monthly asking rent of \$2,553.<sup>1</sup>

The 2017 Alameda County homeless point-in time count showed an increase of nearly 40% over the past two years, with over 5,600 individuals experiencing homelessness during a single 24-hour period. Nearly 70% of these individuals were unsheltered due to a lack of permanent affordable housing options coupled with limited emergency and temporary housing options. As shown in the table below, homelessness in Alameda County is at the highest level in the last ten years and unsheltered homelessness increased over 60% between 2015 and 2017.



<sup>1</sup> Source: Paul Waddell, Urban Analytics Lab, University of California, Berkeley, retrieved from analysis of online Craigslist listings in April 2018.

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The County of Alameda has been working with local cities and other partners to address homelessness and the housing crisis. The County contracted with the Urban Institute to conduct research and analysis, explore best practices, and prepare recommendations for Alameda County. Following release of the report and recommendations, the Board of Supervisors formalized the County Homelessness Council in February 2018 as a single County staff leadership body to accelerate progress toward the goal of reducing homelessness in Alameda County.



In February 2018, Alameda County convened a historic Homelessness Solutions Summit that brought together County and city officials, policy makers, advocates, and the homeless themselves in a daylong discussion of possible solutions to homelessness and ways to effectively coordinate services. County and city governments must develop approaches to address the needs of unsheltered persons in ways that respect their dignity and humanity while simultaneously ensuring the health, safety, and quality of life of people with housing in the region.

The County of Alameda will continue to work with the cities and other partners to improve coordination, collaboration, and effectiveness in addressing homelessness and the housing crisis.

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# Guiding Principles



Our work will be guided by the following principles:

1. Focus on our role as a county to provide services to improve the overall well-being and stability of people experiencing homelessness.
2. Implement effective, sustainable responses to the critical need for housing for people experiencing homelessness, including investments in transitional and emergency housing, affordable and supportive housing, and rental assistance.
3. Build strong, collaborative partnerships with cities in which clarity of roles and transparent communication allows for the maximization of resources and effectiveness of effort.
4. Leverage and maximize funding from the private sector, cities, the State and federal government, and existing initiatives to move us to measurable results in the elimination of homelessness.
5. Be accountable and results based in all that we do.

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# County Investments

## *Current Annual Investments*

Annually Alameda County invests over \$83 million<sup>2</sup> to provide a broad array of services and supports for people experiencing, or at risk of experiencing, homelessness. Many programs provide services in multiple areas. For ease of display, the chart below categorizes the County's investments into one of five categories in alignment with County roles and authority. However, funding appearing in one category may provide homelessness support across several categories.

Alameda County FY 17-18 Homelessness Investments **\$83.2M**



Prevent Homelessness **\$5.7M**



Outreach to Unsheltered Individuals / Families **\$4.3M**



Provide Health and Supportive Services **\$14.2M**



Provide Shelter and Housing **\$46.7M**



Create a Coordinated System **\$12.3M**

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<sup>2</sup> Of the \$83.2M invested in FY 17-18, approximately \$3M (less than 4%) was spent on administration.

## New Investments

In addition to the annual ongoing investments summarized in the previous section, Alameda County will allocate an additional \$90.2 million in one-time funding over the next three years to address homelessness in Alameda County. The primary funding sources for these new investments include County General Fund, new one-time State funding, Mental Health Services Act, AB 109, and Whole Person Care.<sup>3</sup>

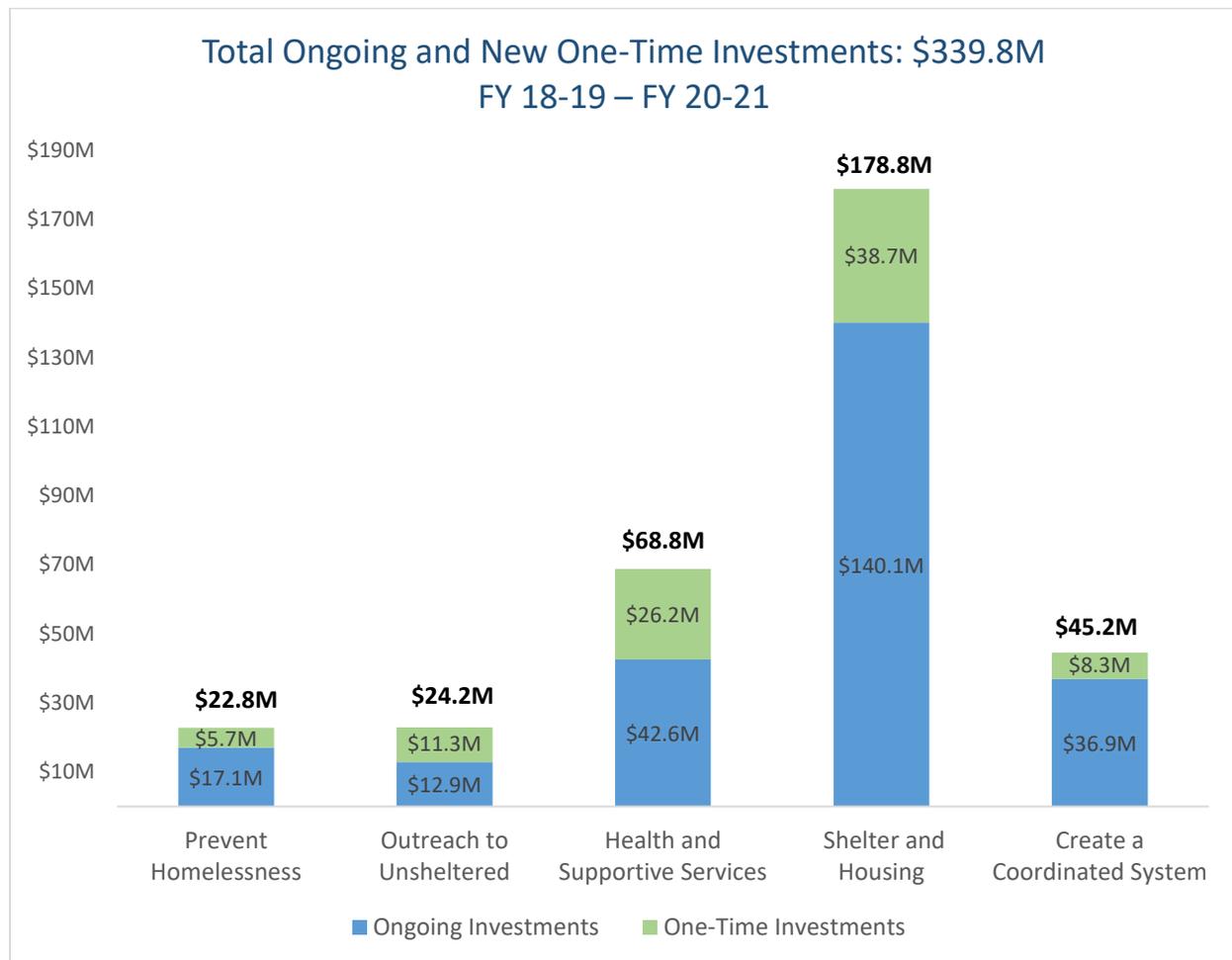
	<p><b>Prevent Homelessness</b></p> <p><i>One-time Investment:</i> \$5.7M</p> <p><i>Goals:</i></p> <ul style="list-style-type: none"> <li>▪ 1,000 individuals will receive crisis-based housing assistance</li> <li>▪ 70 individuals will receive Supplemental Security Income (SSI) advocacy and housing supports</li> <li>▪ 50 households obtain or maintain permanent housing</li> </ul>
	<p><b>Outreach to Unsheltered People</b></p> <p><i>One-Time Investment:</i> \$11.3M</p> <p><i>Goals:</i></p> <ul style="list-style-type: none"> <li>▪ 3,600 individuals will receive outreach</li> <li>▪ 1,500 unsheltered individuals will receive care coordination</li> </ul>
	<p><b>Provide Health and Supportive Services</b></p> <p><i>One-Time Investment:</i> \$26.2M</p> <p><i>Goals:</i></p> <ul style="list-style-type: none"> <li>▪ 16 new transitional care beds created</li> <li>▪ 250 homeless seniors will receive medical respite/assisted living</li> <li>▪ 140-160 Probation clients will receive mental health and substance use disorder services</li> </ul>
	<p><b>Provide Shelter and Housing</b></p> <p><i>One-Time Investment:</i> \$38.7M<sup>4</sup></p> <p><i>Goals:</i></p> <ul style="list-style-type: none"> <li>▪ 3,000 individuals/households will be sheltered or housed</li> <li>▪ Due to prior County funding, 1,600 new affordable housing rental units will open</li> </ul>
	<p><b>Create a Coordinated System</b></p> <p><i>One-time Investment:</i> \$8.3M</p> <p><i>Goal:</i></p> <ul style="list-style-type: none"> <li>▪ 10,000 homeless individuals' care will be improved by integrating data systems across sectors</li> </ul>
	<p><b>\$90.2M TOTAL</b></p>

<sup>3</sup> For more information on funding sources, please see the New Investment Detail and Appendix.

<sup>4</sup> This investment amount is for shelter and housing programs only (including permanent housing and transitional rental assistance). It does not include affordable housing construction or city and County investments supported by Measure A1, the \$580M countywide affordable housing bond.

## Total Investments

Over the next three years, Alameda County will allocate a total of \$339.8 million to address homelessness. This total comprises ongoing annual investments of \$83.2M over three years for a total ongoing investment of \$249.6 million plus the additional one-time investments of \$90.2 million, as outlined in this Action Plan. The chart below shows the allocation of ongoing and new one-time investments over this three year period by type of service.



## New Investment Detail

Alameda County’s new one-time investments of \$90.2 million over the next three years fall within the five categories of County impact and comprise 20 separate initiatives.



### Prevent Homelessness

The County and its partners provide a number of homeless prevention programs that focus on keeping individuals and families in their homes and connecting County residents to services that help to ensure they do not become homeless.

1. Housing and Emergency Lodging Program (HELP)	
New Investment	\$3 million
Funding Source	County General Fund
Estimated Impact	1,000 individuals will receive crisis-based housing assistance
<i>Funding will provide one-time crisis-based assistance for critical housing needs for single adults.</i>	

2. Housing and Disability Advocacy Program	
New Investment	\$2 million
Funding Source	California Department of Social Services
Estimated Impact	70 individuals will receive SSI advocacy and housing supports
<i>Provides funding to support General Assistance (GA) clients who are experiencing homelessness. The program will provide outreach, case management, Supplemental Security Income (SSI) advocacy, and housing search and financial assistance to return to permanent housing as quickly as possible.</i>	

3. California Emergency Solutions and Housing (CESH) Flexible Housing Pool	
New Investment	\$0.7 million
Funding Source	CESH Program
Estimated Impact	50 households obtain or maintain permanent housing through flexible funds and support
<i>Funded under California’s Senate Bill (SB) 2 and Emergency Solutions Grant, the California Emergency Solutions and Housing (CESH) program provides funding for housing stabilization services, operating support, and systems support. A portion of the \$1.6M allocation for Alameda County will be used to create a countywide Flexible Housing Pool for homelessness prevention, move-in assistance, and housing stabilization services.</i>	



## Outreach to Unsheltered People

The County and its partners have a number of programs to connect individuals who are experiencing unsheltered homelessness with housing and support services, including encampment response and Housing Resource Centers.

<b>4. Affordable Housing and Homeless Responses<sup>5</sup></b>	
New Investment	\$7.5 million
Funding Source	County General Fund (“Boomerang”)
Estimated Impact	To be determined
<i>The Board committed an additional \$2.5M for the next three fiscal years for projects, programs, and services that serve the homeless population. Specific projects and services will be identified through a collaborative process between the Board and the County Homelessness Council. The Board had already committed \$5 million per year of “Boomerang” funds for affordable housing and homeless response, resulting in a total investment of \$22.5 million over the next three years.</i>	
<b>5. Countywide Coordinated Outreach</b>	
New Investment	\$1.3 million
Funding Source	Whole Person Care
Estimated Impact	Outreach to 1,000 clients per year
<i>Studies have shown that housing and health outcomes are improved through outreach efforts that meet people where they are “and help build meaningful relationships with a population that is disconnected from the community and not accessing services through site based providers.”<sup>6</sup> Utilizing Whole Person Care funding, AC Care Connect will coordinate existing networks of organizations providing street outreach to unsheltered homeless people. This coordination will expand to partnerships with cities and result in a more efficient use of existing resources and programs so that people get connected to the most appropriate assistance based on their needs, and that the most vulnerable persons experiencing unsheltered homelessness are connected to housing assistance more quickly. The coordinated outreach would standardize data systems countywide and equip outreach teams with new technology. This investment also includes support for an outreach team stationed in the Unincorporated Area.</i>	
<b>6. Homeless Multidisciplinary Personnel Teams</b>	
New Investment	\$0.3 million
Funding Source	Whole Person Care
Estimated Impact	Coordinate care for 1,500 unsheltered individuals
<i>AC Care Connect will lead the implementation of this new data sharing opportunity made possible by California Assembly Bill (AB) 210. AB 210 creates a framework for coordinating efforts and sharing information between jurisdictions and agencies with the goal of helping homeless people move from the streets to permanent housing as quickly as possible. Partnerships can include law enforcement, fire, emergency medical services, public works, parks and recreation agencies, code enforcement, outreach workers, mental health crisis workers, health and human service providers, and others appropriate for a given region and team. This initiative will launch in unincorporated areas of the County and begin expanding to interested cities in the first year.</i>	

<sup>5</sup> The uses of these funds is still to be determined and they may include spending in multiple categories.

<sup>6</sup> Olivet et al., “Outreach and Engagement in Homeless Services.”

<b>7. Homeless Mentally Ill Outreach and Treatment Program</b>	
New Investment	\$2.2 million
Funding Source	State General Fund
Estimated Impact	600 clients receive outreach services
<p><i>The FY 2018-19 State budget allocated a total of \$50M statewide to provide flexible one-time funding for county activities involving individuals with serious mental illness and who are homeless or at risk of homelessness. Alameda County is proposing to use its \$2.1M allocation on the following two projects:</i></p> <ul style="list-style-type: none"> <li>• <b>Wellness Wednesdays:</b> Mobile Teams will visit homeless encampments throughout the County on Wednesday afternoons to do on-site assessments and connect people into care.</li> <li>• <b>Assessment, Referral, and Drop-In Center:</b> A physical space will be provided on the grounds of Santa Rita Jail for an Assessment, Referral, and Drop-In Center for people with mental illness, co-occurring conditions, and substance use disorders, assisting them with immediate needs as they are released from jail.</li> </ul>	



## Provide Health and Supportive Services

The County provides a variety of health, mental health, dental, substance use disorder, case management, housing navigation, and other supportive services that serve individuals and families experiencing homelessness. These services are critical in getting homeless individuals and families the support they need while being connected with housing.

<b>8. Homeless Emergency Aid Program (HEAP)<sup>7</sup></b>	
New Investment	\$16.2 million
Funding Source	State General Fund
Estimated Impact	To be determined
<p><i>The FY 2018-19 State budget allocated \$500M in one-time, flexible funding statewide for the Homeless Emergency Aid Program (HEAP) to provide urgent and immediate services to people experiencing homelessness. Alameda County's portion of the funding is \$16.2M. Cities that have declared a shelter crisis emergency may apply for funds. In addition, funds will be used in the unincorporated areas of the County. The proposed activities to be funded must be directly related to providing immediate emergency assistance to people experiencing homelessness or at imminent risk of homelessness. Five percent of HEAP funds must be used to establish or expand services meeting the needs of homeless youth or youth at risk of homelessness.</i></p>	

<b>9. Alameda Point Collaborative – Medical Respite and Assisted Living</b>	
New Investment	\$3 million
Funding Source	Mental Health Services Act
Estimated Impact	Medical respite and assisted living capacity created for 250 homeless seniors
<p><i>This site would include a facility with 50 beds and a satellite health clinic to provide support to medical respite participants and up to 80-90 assisted living units for formerly homeless seniors with disabilities. Over the past six months, the Alameda Point Collaborative (APC), a nonprofit supportive housing</i></p>	

<sup>7</sup> Funds can be used for services, rental assistance/subsidies, or capital improvements. The proportion of funds to be spent in each category is to be determined.

*developer and service provider, received federal approval to convert a former US Department of Agriculture property on MacKay Avenue near Crab Cove in the City of Alameda into a medical respite and assisted living project for homeless individuals with significant physical and psychiatric needs. In addition, the site will have a drop-in resource center for City of Alameda residents that are currently homeless or at-risk of homelessness.*

10. East Oakland Crisis Residential Program	
New Investment	\$6 million
Funding Source	Mental Health Services Act
Estimated Impact	16 new transitional beds for people experiencing psychiatric crisis
<p><i>A vacant former transitional housing facility controlled by the County, located at 9702 International Blvd. in Oakland, will be converted to a crisis residential facility. The program would provide a residential treatment resource for individuals experiencing psychiatric crisis and would focus on preventing psychiatric emergency room visits and hospitalizations. Alameda County’s current crisis residential facilities serve large numbers of homeless individuals. However, no such facility exists in the East Oakland/San Leandro area where Alameda County experiences a high volume of psychiatric crisis calls. This 16-bed facility would accept people in crisis, provide a service-enriched location for them to stabilize for 8 to 10 days, and then refer them to an appropriate lower level of care.</i></p>	

11. Mental Health and Substance Use Disorder Services for Probationers	
New Investment	\$1 million
Funding Source	AB 109
Estimated Impact	140-160 clients will receive mental health and substance use disorder services
<p><i>Provides funding to enhance mental health and substance use disorder services for Probationers suffering with mental illness and/or co-occurring disorders. The program will provide behavioral health and re-entry services to adults reentering the community from jail or prison. Re-entry Treatment Teams will provide outreach and case management services, linking participants with treatment and essential needs, to increase their ability to sustain themselves within their communities. The program will also incorporate medicated assisted treatment options and interdisciplinary treatment teams to increase diversion options rather than defaulting to incarceration or hospitalization.</i></p>	



## Provide Shelter and Housing

The County and its partners provide an array of emergency and permanent housing programs to provide homeless individuals and families with shelter and housing.

12. Homelessness Capital Projects Fund	
New Investment	\$10 million
Funding Source	County General Fund (“Boomerang”)
Estimated Impact	360-400 previously unsheltered residents placed in new interim and permanent housing
<p><i>Capital investments (\$5 M in FY18-19 and \$5 M in FY19-20) in support of housing unsheltered residents based on needs as identified in the 2017 Point-in-Time Count.</i></p>	

13. Supportive Housing Investment Fund	
New Investment	\$10 million
Funding Source	Mental Health Services Act
Estimated Impact	50 individuals or families provided permanent supportive housing and 3-5 sites preserved as deeply affordable housing
<p><i>Utilizing Mental Health Services Act (MHSA) funding, the Supportive Housing Investment Fund will create and preserve deeply subsidized housing linked with support services for individuals with serious mental illness and histories of homelessness. High Alameda County real estate prices have resulted in the closure of existing room-and-board and independent living facilities and made the creation of new facilities out of reach. The flexible Supportive Housing Investment Fund will employ diverse and innovative approaches, which may include enhanced supportive housing property management, mixed-use and public-private financing of projects, acquisition, and preservation of smaller housing projects used for licensed board-and-care operations or shared housing, ownership opportunities for disabled individuals and their families.</i></p>	

14. Flexible Housing Subsidy Pool	
New Investment	\$5 million
Funding Source	County General Fund
Estimated Impact	300-500 people housed
<p><i>The Flexible Housing Subsidy Pool will provide time-limited rental support to enable people to obtain or retain stable housing. Part of Alameda County's Whole Person Care Program, called AC Care Connect, the Flexible Housing Subsidy Pool builds on an existing MHSA-funded partnership between the Housing Authority of the County of Alameda (HACA) and the Behavioral Health Care Services Department. HACA will take referrals from AC Care Connect and be responsible for the day-to-day responsibilities of managing the program, including working with clients and landlords, inspections, verification of contracts, review of rental agreements, timely payment to landlords, and liaison with AC Care Connect on program implementation and problem solving.</i></p>	

15. Residential Multi-Service Center Housing for Re-entry Population	
New Investment	\$6 million
Funding Source	AB 109
Estimated Impact	30 beds/month and wraparound services for re-entry clients
<p><i>AB 109 Public Safety Realignment funding will be used to develop a Residential Multi-Service Center (RSMC) for male and female clients under post-release or probation community supervision. Budgeted at \$2M per year (\$180 per day), the RSMC will provide housing with coordinated wraparound services including counseling, mental health, substance use, educational, and other service. The most vulnerable and at-risk population will be prioritized to receive funding to prevent homelessness, address service needs, reduce recidivism, and improve re-entry outcomes.</i></p>	

16. Additional Dedicated Transitional Housing	
New Investment	\$2.7 million
Funding Source	AB 109
Estimated Impact	35 beds/month for re-entry clients
<p><i>Alameda County Probation will provide \$900,000 (\$70.50 per day) per year in funding to support a new interim housing program providing short-term housing and supportive services for homeless adults. Probation is dedicating a portion of AB 109 funding to ensure Probation clients returning to Alameda</i></p>	

County from State prison on Post Release Community Supervision (PRCS) have shelter and supportive services to ensure successful re-entry into society. As of August 2018, 82 of the local PRCS clients are homeless.

17. Probation-Involved Transition-Age Youth Initiative	
New Investment	\$2 million
Funding Source	Title IV-E and Youthful Offender Block Grant
Estimated Impact	60-80 youth will receive shelter/housing and housing stabilization services
<p><i>Probation will identify non-minor dependent (NMD) and transition-aged (TAY) Probation-involved youth in need of emergency shelter bed, transitional housing, and housing stabilization services. The goal of Alameda County's Emergency Transitional Housing Program is to provide same day emergency placements for TAY and NMDs in a safe environment that supports stabilization while assisting the youth in refocusing on addressing issues contributing to instability in housing and/or prior placement. This housing option should not be longer than 120 days during which time the transitional housing provider engages the youth in case management services to support the development of life skills and support their successful transition into independent living as young adults. Service is for one year, with an evaluation at the conclusion.</i></p>	

18. CalWORKs Building Bridges Housing Subsidy	
New Investment	\$3 million
Funding Source	Oakland Housing Authority
Estimated Impact	50 CalWORKs families/month will receive rental subsidies
<p><i>The Moving to Work CalWORKs Building Bridges Program is a partnership between Alameda County Social Services Agency and the Oakland Housing Authority and is in place to augment the CalWORKs Housing Support Program by assisting more CalWORKs families who live in Oakland and are at risk of homelessness. This partnership will assist up to 50 CalWORKs families per month, and can only be used for rental subsidies for up to two years at a maximum of \$1,500 per month.</i></p>	



## Create a Coordinated System

There are a number of investments the County is making to better coordinate the resources described above, and to make sure investments to end homelessness are effective. In addition, the County works with many stakeholders in its mission to end homelessness. Coordinated system investments include the countywide Homeless Management Information System and the new homeless Housing Resource Centers, along with other efforts. The County has many programs and services to prevent homelessness, connect people who are experiencing homelessness to shelter and housing opportunities, and provide support services across multiple agencies and departments.

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### 19. Shared Health Information Exchange and Community Health Record

New Investment	\$8 million
Funding Source	Whole Person Care
Estimated Impact	10,000 homeless individuals' care will be improved by integrating data systems across sectors
<i>Through AC Care Connect, the County is constructing a Social Health Information Exchange/ Community Health Record that will stitch together multiple, incomplete, disconnected, and siloed Electronic Health Records to give health care providers across different systems a more complete, whole person view with one central access point. One key element of the project is its ability to store copies of key documents that can establish identification and eligibility for programs and services. This progress will relieve much of the frustration currently felt by providers and homeless clients about the number of times they restart lost and incomplete paperwork and assessments.</i>	

### 20. Coordinated Entry System Improvements

New Investment	\$0.3 million
Funding Source	California Emergency Solutions and Housing (CESH) Program
Estimated Impact	Improvements to the Alameda County Coordinated Entry System
<i>Funded under California's SB 2 and Emergency Solutions Grant, the California Emergency Solutions and Housing (CESH) program provides funding for housing stabilization services, operating support, and systems support. 20% of Alameda County's \$1.6M CESH allocation will be used for Coordinated Entry improvements (e.g., language accessibility, accommodation, data policies, coordination referral, etc.). Coordinated Entry is a standard process and shared set of tools to ensure that all people experiencing homelessness have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their needs.</i>	

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# Priority Areas

In addition to the new investment initiatives outlined in this Plan, the County Homelessness Council has identified other priority areas for the next three years. These include proposals that focus on serving the unincorporated areas of the County, increasing local coordination and collaboration, and leveraging the impact of recently launched County homelessness and housing initiatives.

## *Serving the Unincorporated Areas of the County*

The County contains 14 incorporated cities and several unincorporated areas. Best estimates derived from the 2017 Point-in-Time Count and mapping algorithms suggest that during the single 24-hour period of the count in January 2017, there were 194 unsheltered and 26 sheltered people experiencing homelessness in the unincorporated areas of the County, resulting in an estimate of 440 to 660 people per year experiencing homelessness in the unincorporated areas. The majority of the unsheltered people were located in the western Ashland/Cherryland and Castro Valley unincorporated areas of the County near Hayward/San Leandro and in the eastern unincorporated area near Livermore.

Alameda County has responsibility for functions within the unincorporated areas that normally are within a city’s scope. The County Homelessness Council is leading a collaborative effort with County agencies to develop an Encampment Toolkit that includes a framework and policies that will be piloted within the Unincorporated Area to help unsheltered persons and can be utilized in County-city partnership agreements with other jurisdictions. In addition, the Council is developing recommendations for one-time funding to address unsheltered homelessness in the Unincorporated Area and on County-owned properties. The goal is to reduce the number of people experiencing homelessness in the Unincorporated Area, as well as improve coordination of services for those who are currently homeless.

## *Increasing Coordination and Collaboration*

### **Clarify Roles of the County and the Cities**

Given the increase in unsheltered individuals and our inability to build all of the local housing necessary to meet current demand in a timely manner—funds must be spent efficiently and we should avoid duplication to ensure better, broader services. The County of Alameda will continue to work with the cities to clarify roles and responsibilities and improve coordination and collaboration to address homelessness and the housing crisis. The County has responsibility for health and human services, as well as municipal services in the Unincorporated Area. Cities have jurisdiction over land use, code enforcement, city streets, and public safety. For unsheltered residents, cities have responsibilities for basic hygiene, personal safety, fire safety, garbage pickup,

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parking regulation where people are living in vehicles, and interaction with landlords when residents are occupying an unsafe building. The County has responsibility to offer physical and mental health outreach and access, access to substance abuse services, mental health crisis response, assistance with public benefits, support services for the severely mentally ill, and coordination among those listed services. Emergency housing, transitional, and long-term housing solutions for unsheltered individuals are funded by a variety of mechanisms, including federal, State, city, and County funds. Coordination among service providers to match needs to available resources is a joint responsibility.

## **Review and Evaluate County Relationship with EveryOne Home**

The Urban Institute Report recommended that Alameda County clarify roles and relationships between EveryOne Home and County and city governments. The Urban Institute noted that while EveryOne Home convenes stakeholders from County and city governments, this process does not appear to be coordinated with how County agencies make funding and policy decisions. The Urban Institute recommended that, as the County strengthens its leadership structure around homelessness, it should clarify its expectations for EveryOne Home, such as whether EveryOne Home should focus on meeting U.S. Department of Housing and Urban Development (HUD) requirements for the Continuum of Care or take a more expansive role in planning, coordination, policymaking, and/or funding decisions.

Accordingly, the County has engaged a consultant to review EveryOne Home's current structure and practices and the County's current contract with EveryOne Home, analyze best practices and alternative structures, and make recommendations for improvements. Once recommendations are identified, the County will work with EveryOne Home to craft a scope of work, including action items and deliverables along with a timeline, to be incorporated into the County contract with EveryOne Home.

## **Aligning Contracts to Maximize Investments**

The County is in the process of evaluating current homelessness contracts to maximize use of resources and identify additional investment needs. A primary goal is to align funding toward achieving performance outcomes and increasing accountability for meeting expectations and producing results. The County is working toward standardizing performance measures across similar contracts and implementing joint contract monitoring for homelessness contractors with multiple County contracts across departments. Aligning contracts will maximize our investments and increase accountability and results.

For the new investments and priority areas outlined in this Action Plan, the County will be closely tracking outcomes and performance measures to ensure we are results-based and accountable.

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## *Leveraging County Homelessness/Housing Initiatives*

### **Investments in Affordable Housing through Measure A1**

The Measure A1 Affordable Housing General Obligation Bond program was approved by over 70% of voters in November 2016 and will provide up to \$580 million for the creation and protection of affordable housing options for low-income, vulnerable populations. Measure A1 provides significant new opportunities to assist renters, new homeowners, and residents at risk of losing their homes. As of September 2018, \$81 million in Measure A1 commitment had leveraged over \$735 million to support 19 development projects and almost 1,100 new affordable housing units in Alameda County. Approximately 40% of the units will be for extremely low-income households that earn less than 30% of the Area Median Income.

Despite significant infusions of locally-raised capital, as well as a successful track record of obtaining State and federal funding, providing sufficient housing for extremely low-income residents is difficult in this high-cost housing market. In response to this need, Alameda County has emphasized priority for developments that include units dedicated to homeless households and units for extremely low-income households in the latest Measure A1 Requests for Proposals.

Over the next three years specifically, we anticipate 1,600 affordable housing units will open and provide homes to low-income households through the support of County funds, including Measure A1, “Boomerang,” and Mental Health Services Act funding. The new affordable housing will include units for extremely low-income households and dedicated units for homeless households.

### **Whole Person Care through Alameda County Care Connect**

Alameda County Care Connect (AC Care Connect) is an initiative of the County Health Care Services Agency to improve care for residents who face the most difficult combination of physical health, mental health, and housing challenges. The five-year (2016 - 2020) Whole Person Care pilot is funded by a \$140 million grant from the California Department of Health Care Services. The initiative allows for flexibility in the use of Medi-Cal funding in order to support services that are not usually thought of as healthcare, in particular, housing services.

The goal of AC Care Connect is to make sure people facing complex physical, mental, and housing challenges get the care and services needed to improve overall health and reduce unnecessary crisis system utilization. System-wide changes are focused on consumers receiving regular care from providers and finding a safe place to live. This is an innovative approach to enable providers from different systems (physical health, mental health, and housing) to work together to help people achieve optimal health.

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## Housing Resource Centers

In a joint effort between the County Health Care Services Agency and Housing and Community Development Department, Housing Resource Centers (HRCs) are now open in five regions across the County. Funded through AC Care Connect, County General Fund (“Boomerang”), and a HUD Continuum of Care grant, these sites and programs will help organize and coordinate services and opportunities being offered to those who are homeless or at risk of losing housing. Services coordinated via the HRCs include:

- Assessment, housing problem solving, matching and referral, and mainstream system connections for all HRC clients
- Intensive health, housing, and integrated service bundle for homeless, high-need Medi-Cal eligible beneficiaries that spans housing navigation to housing stability activities
- One-time flexible funding for clients to prevent a housing crisis that results in homelessness (housing problem solving and prevention)
- One-time flexible funding for clients enrolled in the housing navigation service bundle to move into housing with additional funding to support associated move-in expenses
- Time-limited transitional rental assistance through Rapid Re-housing interventions

The HRCs are central to the Coordinated Entry System and help ensure that all people who are homeless or at-risk of homelessness are quickly identified, assessed, and connected to housing and other assistance based on their needs and the availability of resources – in a standard way across the County.

## Looking Forward

Over the next three years, Alameda County will continue to deepen its investments in reducing homelessness and building affordable housing in our communities. This Action Plan includes principles that will guide investment decisions and outlines program details and outcomes for new one-time funding that has already been secured. In addition, the County will seek additional funding from the State and federal government, private sector, and foundations. As new funding is secured, the County Homelessness Council will make recommendations to the Board based on the principles and framework outlined in this Action Plan and the latest data available on local needs and gaps in service. New programs or investments will be based on research of effective practices and aim to strengthen local partnerships and achieve measurable results. Building upon existing County initiatives and ongoing investments in homelessness and affordable housing, any new funding will be leveraged to maximize effectiveness and move Alameda County closer towards the goal of eliminating homelessness by 2026.

# Appendix

## FY 17-18 County Homelessness Investments: \$83.2M

Funding Source	Amount
County General Fund (includes \$12.5M Boomerang)	\$22.8M
U.S. Department of Housing and Urban Development	\$20.3M
Mental Health Services Act	\$11.9M
Whole Person Care	\$8.5M
CalWORKs	\$4.1M
Health Resources and Services Administration	\$3.9M
2011 Realignment	\$3.9M
AB 109	\$3.5M
Housing Opportunities for Persons with AIDS	\$1.4M
Substance Abuse and Mental Health Services	\$1.1M
Other Funding	\$1.8M
<b>TOTAL</b>	<b>\$83.2M</b>

## One-Time 3-Year County Homelessness Investments: \$90.2M

Funding Source	3-Year Amount
County General Fund <ul style="list-style-type: none"> <li>• One-Time Boomerang for Capital Investments (\$10M)</li> <li>• Increased Annual Boomerang (\$7.5M)</li> <li>• Flexible Housing Pools (\$8M)</li> </ul>	\$25.5M
2018-19 State One-Time Funding <ul style="list-style-type: none"> <li>• Homeless Emergency Aid Program (\$16.2M)</li> <li>• Homeless Mentally Ill Outreach and Treatment Program (\$2.2M)</li> <li>• California Emergency Solutions and Housing (CESH) (\$1M)</li> </ul>	\$19.4M
Mental Health Services Act	\$19M
Whole Person Care	\$9.6M
AB 109	\$9.7M
Other Funding	\$7M
<b>TOTAL</b>	<b>\$90.2M</b>