



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

Oakland, Berkeley/Alameda County CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **must** apply as part of a regional application with the CoC and any overlapping Large Cities.*
 - *In a multi-county CoC: Counties **are strongly encouraged to** apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

Oakland, Berkeley/Alameda County CoC Region

Oakland, Berkeley/Alameda County CoC

CA-502 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-502 Contracting

Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation

CA-502 Designated Administrative Entity

Alameda County

Contact Title

CoC Board Co-Chair

Name

Moe Wright

Email
mwright@bbiconstruction.com

Phone
(510) 286-8200

City of Oakland

Oakland Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Oakland Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Manager, Community Homelessness Services, City of Oakland

Name

C'Mone Falls

Email
cfalls@oaklandca.gov

Phone
(510) 238-6186

Alameda County

Alameda County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Alameda County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other eligible applicants in the region

Contact Title

Deputy Director, Alameda County Office of Homeless Care and Coordination

Name

Suzanne Warner

Email
swarner@acgov.org

Phone
(510) 406-9376

Number of Contracts
2

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - o Outreach and site coordination;
 - o Siting and use of available land;
 - o Development of interim and permanent housing options; and
 - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

*Each Eligible Applicant must identify and describe their role in the region for **each** table.*

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	Identifies and provides access to sites, including land, for services. Conducts outreach throughout the City and provides connections to resources, services, and housing. Conducts interventions at outdoor sites where unsheltered individuals live and connect individuals to shelter. Funds the creation of permanent housing for people experiencing homelessness utilizing State and local sources.
County of Alameda	Provides street health outreach services countywide, including connecting individuals to CE for available resources and services. Administers HMIS for tracking service provision and care coordination.
CA-502 CoC	Outreach, Access and Coordination Committee of the CoC ensures that people receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

When City or property owner (such as CalTrans) or others seek to close an area where people are living unsheltered, they will schedule and organize the multiple parties involved, and document the needs and resources available. The City of Oakland provides advanced outreach to these sites utilizing HHAP funded

outreach teams. Outreach teams assess the demographics and individual needs of the population. Outreach teams match all unsheltered residents in identified intervention sites to shelter for ongoing support and services. County provides advanced outreach, as available, through Street Health outreach staff, with a focus on utilizing information provided by city and other entities regarding available city shelter resources, including those resources suitable for individuals with higher vulnerabilities that are part of program eligibility/admission criteria. County provides ongoing health and social services including Coordinated Entry referrals to people who are unsheltered and may prioritize intensive services based on the vulnerability of the individuals residing there. The CoC committee referenced above takes policy actions and makes recommendations to the CoC Board regarding CE resources, prioritization, and other factors related to access. All parties are currently engaged in developing the CES encampment response strategy for ensuring eligible unsheltered individuals are connected to available resources with efficiency and equity.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	Jurisdiction over land use and development within the City of Oakland. Coordination with State and private property owners for use to support the homeless population. The City works with developers to increase the PSH inventory. The City also funds PSH capital costs with Measure U Affordable Housing Bond proceeds, impacts fees, and other local funding sources, as well as accessing Homekey funding. The City funds operating costs for some PSH via commitments of the City’s Permanent Local Housing Allocation revenue.
County of Alameda	Jurisdiction over land use and development for county-owned properties and the Unincorporated Areas of the County. The County also plays a coordinating role for tracking the supportive housing/dedicated homeless units in the pipeline, HIC tracking via HMIS, and service commitments (tenancy sustaining services) for PSH countywide. County HCD administers Measure A1 Housing Bond proceeds countywide. County is convening a joint land-use workgroup with cities to evaluate feasibility and take expedited action on available land that can be matched to homeless system projects and funding. County funds operating costs for some PSH via its new Local Operating Subsidy Pool, meant to bridge funding gaps for housing projects almost at the finish line.
CA-502 CoC	CoC Housing Capacity Committee supports expansion of the supply of homeless housing opportunities throughout the County through policy and advocacy efforts (e.g., providing feedback on programming for potential Housing Bond), review of pipeline and specific housing needs (e.g., population-specific needs for older adults, medically frail, etc.; geographic/regional inventory needs).

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

The City, County, and CoC have endorsed a single strategic plan calling for the creation of over 7,000 new units of supportive housing. Each party has committed to expedite efforts to build, rehabilitate, and facilitate operations and services for new and existing housing sites. The City of Oakland has passed multiple local revenue measures dedicated to increasing housing, particularly housing for extremely low-income households.

The County convenes a monthly pipeline meeting to coordinate City and County initiatives for new homeless housing, particularly PSH. The county maintains tracking for the projects in pre-development, under construction, leasing up, or active, along with principal parties and funders.

The County and several cities have declared a homelessness State of Emergency to allow their jurisdictions to expedite permitting and legislative options to encourage land use for interim and permanent housing and other homelessness response.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	<p>The City funds the development of Interim and Permanent Supportive Housing to provide shelter and housing for the homeless population. The City is working in collaboration with the County to expand shelter options and enhance services to best support unique needs of individuals in program care.</p> <p>The City develops legislation and policies to support the increase in development of PSH units in Oakland.</p>
County of Alameda	<p>The County tracks the inventory and pipelines for both interim and permanent housing units as part of the Home Together 2026 Community Plan. County continues to commit supportive service dollars to permanent supportive housing projects throughout the region by leveraging our role in the provision of tenancy sustaining services to ensure housing projects come to fruition and can dedicate units to our unhoused population. The County has implemented a Local Operating Subsidy Pool to help bridge funding gaps for feasible permanent housing projects that need operating support.</p>
CA-502 CoC	<p>CoC Housing Capacity Committee supports expansion of the supply of homeless housing opportunities throughout the County through policy and advocacy efforts (e.g., providing feedback on programming for potential Housing Bond), review of pipeline and specific housing needs (e.g., population-specific needs for older adults, medically frail, etc.; geographic/regional inventory needs).</p>

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

The City and County are working aggressively toward meeting the permanent supportive and dedicated affordable housing needs identified in the Home Together 2026 Community Plan and the City of Oakland's Housing and Community Development 2023-2027 Strategic Action Plan, deploying strategies outlined in the Plans to increase permanent housing opportunities for residents. The City of Oakland has created a

new funding program to create new PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program using local funding sources including boomerang, Measure U bond funds, and the City's PLHA resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. In addition, the City of Oakland currently has approximately 800 units of affordable housing under construction, 50% of which are designated for people experiencing homelessness. Within the next six months, another 530 affordable housing units will be under construction, including 320 PSH units. As a result, the city expects to bring a total of 775 total units including 475 units of Permanent Supportive Housing online during the 2024/2025 fiscal year.

The County has begun to deploy multiple funding sources to facilitate the development of units to serve homeless residents. Efforts include the creation of a new Local Subsidy Program, and planning and implementing Homeless Disability Advocacy Program, Behavioral Health Bridge Housing, Community Care Expansion Preservations, HHIP, new CoC vouchers and other funding sources to expedite new housing options. The County is in the process of convening a Joint Land Use workgroup with partnering cities to jointly assess available land and look for funding opportunities to feasible sites to serve our unhoused. The Joint Land Use workgroup is one of several efforts to expedite housing as part of the recently declared Local Homeless Emergency.

Within the Continuum of Care, leadership has created a new Housing Capacity Committee to contribute policy guidance and support to pipeline planning for both interim and permanent housing. This committee includes representatives from cities, the County, from Oakland, from housing developers, and from services providers and people with lived experience.

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
City of Oakland	Supports local providers to connect to CE and participate in regional case conferencing; coordinates to provide shelter and housing options in the region. Funds outreach teams to connect people to housing resources utilizing City-funded programs and the County-run systems, including CE. Outreach teams utilize HMIS to identify eligible interventions. Through its 2023-2027 Action Plan, Oakland HCD aims to equitably promote housing access for and stem the displacement of Oaklanders most impacted by racial disparities.
County of Alameda	Coordinates and provides health and social services countywide; oversees CE and ensures and tracks equitable access to services and resources; partners with cities to support the provision of shelter and housing.
CA-502 CoC	Outreach, Access and Coordination Committee of the CoC ensures that people receive available services tailored to their individual needs, and that the system offers welcoming and effective points of engagement.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

County coordinates the provision of street/shelter health and social services countywide to maximize availability of and connection to appropriate services for people experiencing homelessness. Through CE, each region is provided a regional coordinator who convenes regional case conferencing on the needs and supports available for people in each region. The City continues to fund some services for its residents, as

does the County. The CoC committee referenced above sets policies related to CE and accessing services. The City, County, and CoC work collaboratively to develop processes to enhance outreach services and resource connections. The County trains City providers on CES to utilize this critical component more broadly.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the

key action.

- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
12,857

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
In partnership with Public Health, HCD, and Social Services, finalize and implement strategies from the Homelessness Prevention Framework for Alameda County	Local Funds TBD	Local	County	Cities, CoC	12/31/2026	Comparison of # served by prevention resources with # of people accessing homeless services year over year for directionality
Work with non-participating homeless programs to ensure full coverage of people accessing homeless services in HMIS	HUD CoC grant	Federal	County (HMIS Lead)	CoC	12/31/2026	Comparison of current number of units entered manually into HIC vs. in 2024/25/26

Continue to implement the City of Oakland's new funding program to create PSH and transitional housing, called the Rapid Response Homeless Housing (R2H2) program. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative.	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
Add resources to flexible funding pools for Housing Problem Solving, a practice of helping people newly homeless or on the verge of homelessness to identify rapid solutions to their situation with light financial support.	County HHAP	State	County	CoC	12/31/2026	Comparison of the number of Housing Problem Solving slots funding made available, as well as the number of households that successfully used Housing Problem Solving Funds to exit the homelessness response system to positive destinations in 2024/25/26.
Add access point outreach staff to connect	HUD Unsheltered Grant (Mobile	Federal	County	Cities, CoC	12/31/2026	Annual # of people enrolled in services and

people to services (including shelter) in the field	Access Points)					programs via new mobile access points
						Annual # of people experiencing unsheltered homelessness
Increase Outreach Support Throughout Oakland	Local GFP and HHAP	Local and State	City	County	12/31/2025	Identify Number of Individuals Contacted and Resource Connections. Enhancing coordination between City and County funded outreach teams.
Communication Enhancement and Increased Service Transparency	Local GFP and HHAP-5	Local and State	City	County and CoC	12/31/2024	Develop communications for increased community awareness of services and resources available beyond 211
Increase utilization of HMIS for Street Outreach activities	Local GFP and HHAP-5	Local and State	City	County and CoC	12/31/2026	Develop baseline data utilizing current HMIS information followed by comparison over the years to better track connections to shelter and services from outreach.
Cabin - Rapid Rehousing connections	Unsheltered CoC Nofo, HHAP, CoC	All	City	County and CoC	12/31/2026	# of exits to PH from community cabin sites
Collect and	HHAP, HHAP-5	State	City	Providers	12/31/2026	Personal

analyze qualitative and quantitative data to inform system improvement decisions

experience survey results

Rate of positive change/improvement

Outcome analysis by specific demographics

Continue support for HMIS administration and expansion, investing in the primary tool for identifying who's experiencing homelessness and matching/referral to permanent housing exits	HUD CoC grants, HHAP-5 (proposed)	Federal and State	County	CoC and Cities	6/30/2027	# of records in HMIS; # of permanent housing programs in HMIS
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HHAP diversion funds are a critical part of our CE/Housing Resource Center strategy for reconnecting PEH to permanent housing and other resources they're eligible for. Housing Problem Solving/diversion services first attempt to quickly rehouse people before enrolling them in Coordinated Entry for access to other housing resources that generally take	HHAP, HHAP-5 (proposed), HUD CoC, Local Funds	Federal, State and Local	County	Cities, CoC	12/31/2025	Annual # of people accessing services (via HMIS Housing Problem Solving enrollments and HMIS Coordinated Entry enrollments); Annual # of people exiting to permanent housing through CE Annual # of people exiting to permanent housing from Housing Problem
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longer to be made available. These funds ensure support for 14 access points at the front door of the system, in all regions of the county, and include access points for special populations including TAY and gender-based violence. Staff provide Housing Problem Solving (including light-touch financial assistance) to help people get housed, and if unable to quickly connect to housing, then they screen and assess people for access to other PH resources.

SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
Black or African American	6,957

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue implementing	Multiple (HUD CoC CE & HUD	Federal and State	County (CE Manageme	Oakland	12/31/2026	Continuous analysis of CE

place-based strategies through CE that ensure access to resources & housing for Black or African American residents	Unsheltered; HHAP, ERF)		nt Entity)	CoC		enrollments and exits to housing by race and ethnicity, reported through CoC committee structure
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Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, providing flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.	City of Oakland General Fund	Local	City of Oakland	Nonprofits	12/31/2026	Percentage of program clients who are successfully prevented from entering homelessness.
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Work with criminal justice institutions to create in-reach housing planning and homelessness prevention resources	CalAIM Justice-Involved Initiative; Realignment funds; Local funds not yet identified	State and Local	County	Multiple County agencies: Probation, Health Care, Social Services	12/31/2026	Implementation of CalAIM Justice-Involved initiative with data tracking and reporting of the number of individuals connected to housing resources, including medicaid enrollment and community supports.
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						Implementation of Care First, Jails Last data tracking initiatives.
Increase targeted prevention for people most likely to become homeless. Highlight risk factors including extremely low incomes, histories of homelessness, and living in neighborhoods with high rates of poverty and evictions	Local: TBD	Local	County	Cities CoC	12/31/2026	# of households assisted with prevention resources by race/ethnicity
Tailor outreach and prioritization to reach those at highest risk and coordinate these efforts in all areas of the county.	HUD Unsheltered NOFO grant; ERF	Federal and State	County	Cities	12/31/2026	# of households assisted through Oakland's HUD Unsheltered RRH pilot by race/ethnicity;
Develop dashboards broken out by demographics to inform fiscal and programmatic decision making	HHAP	State	City	County HMIS	12/31/2026	Assess # of people served, # of exits by exit type, # of positive service points, time in program broken out by race
Community research with people with lived experience	Local GPF and HUD	Local and Federal	City	CoC	12/31/2026	Assessment of qualitative data regarding homeless experience in the City/County
Continue to	City of Oakland	Local	City of	County	12/31/2025	Number of

implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang

Oakland

unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement

SPM 1b: Number of people experiencing unsheltered

homelessness on a single night (unsheltered PIT count)

SPM 1b

7,135

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue working toward targets in the Home Together Plan for shelter bed inventory: Add 1,625 additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate with access to support services (behavioral health and health care) to provide more supportive environments for residents.	Multiple, including prioritized use of HHAP for interim housing; Homekey	State	Cities	County	12/31/2026	Unsheltered population measured via PIT Count; # of interim housing beds brought online each FY, as measured through Home Together Plan progress updates, substantiated by the HIC.
Add access point outreach staff to connect people to services (including shelter) in the field	HUD Unsheltered Grant (Mobile Access Points)	Federal	County	Cities CoC	12/31/2026	Unsheltered population measured via PIT Count; Annual number of people connected to programs via access point outreach staff

Prevent discharge from mainstream systems to homelessness: Increase medical and mental health respite by 300 beds including resources for rehousing	HHIP/CCE (St. Regis) HHIP/Local funds (APC)	State & Local	BACS (CBO provider), APC, Lifelong (CBO providers)	County	12/31/2026	Annual # of medical and mental health respite beds and amount of resources for rehousing
Assess current bed inventory and enhance bed options based community choice	HHAP	State	City	County	12/31/2026	Bed utilization rate
Increase the availability of shelter throughout the county, including transitional housing for youth (including approx. 25 beds at Hayward Navigation Center/Tiny Homes program for TAY using HHAP Youth funds) and other non-congregate shelter models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness.	HUD YHDP, HHAP, HHAP-5 (proposed)	Federal and State	County/OHCC	Youth Action Board; City of Oakland; CoC	12/31/2028	# of people served in interim housing (via HMIS APR for ES, TH) # of additional beds added to HIC (reported on annually via HMIS) # of TAY served at Hayward Tiny Homes program; #/% unsheltered vs. sheltered via most recent PIT Count (for improvement in decrease in unsheltered & increase in sheltered)
Monitor shelter contracts for compliance with	General Funds (County and	Local & State	County/OH CC	Cities	12/31/2026	# of successful placements from street

SSA shelter standards that include strategies for lowering programmatic barriers to crisis services such as prevention, problem solving and shelter.

City), HHAP

outreach to indoor locations; including by race and ethnicity

Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this

City of Oakland
 Local Housing Allocation;
 Measure U
 Affordable Housing Bond;
 City Boomerang

Local

City of Oakland

County

12/31/2025

Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement

initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Continue working toward targets in the Home Together Plan for shelter bed inventory: Add 1,625 additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate with access to support services (behavioral health and health care) to provide more supportive environments for residents.

Multiple, including prioritized use of HHAP for interim housing; Homekey

State

Cities

County

12/31/2026

Unsheltered population measured via PIT Count; # of interim housing beds brought online each FY, as measured through Home Together Plan progress updates, substantiated by the HIC.

Continue supporting street health outreach teams who work in every region in the County, providing an array of services besides medical triage (incl. CE screening,

HRSA grant, MHSA, HHIP, HHAP, HHAP-5 (proposed)

Federal and County State

CBO providers, cities

6/30/2028

of successful placements from street outreach to indoor/sheltered locations

housing problem solving, housing navigation, etc.)

Sustain and expand interim housing projects in each region of the County through direct partnership with cities to support ES, navigation centers, safe parking sites, etc.	HHAP, HHAP-5 (proposed), Local shelter funds	State and Local	County	Cities	6/30/2027	Expansion in interim housing inventory (via HIC annual reporting in HMIS); # unsheltered vs. sheltered via PIT
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Maintain Access Points/Housing Resource Centers in every region in the County, including access points for special populations. Continue providing front-door services including Housing Problem Solving (HPS), screening, assessment, and enrollment in services.	HHAP (including proposed Round 5), HUD CoC grant, local funds	Federal, State, and Local	County	CoC	12/31/2025	Annual # of people accessing shelter (through Coordinated Entry); Annual # of people enrolled in CE; Annual # of people enrolled in HPS
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SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
Hispanic/Latino	1,907
Native Hawaiian/Other Pacific Islander	222

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Increase the availability of shelter throughout the county, including transitional housing for youth and non-congregate shelter models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness.	Various sources	Federal, State & Local	Cities, County	CBOs; Homeless Service Providers	12/31/2026	Annual # of new interim housing units added to system, both for adults only and families with minor children
Expand neighborhood-based access to the system's housing and shelter resources including for transition age youth, in places where people are most likely to lose housing or are currently experiencing homelessness.	HUD, YHDP	Federal	County/OHCC	Youth Action Board; City of Oakland; CoC	12/31/2024	# of people served # of TAY served
Monitor shelter contracts for compliance with SSA shelter standards that include strategies for lowering programmatic	General Funds (County and City), HHAP	Local & State	County/OHCC	Cities	12/31/2026	# of successful placements from street outreach to indoor locations; including by race and ethnicity

barriers to crisis services such as prevention, problem solving and shelter.

Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
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homelessness by providing permanent exits from homelessness.

Continue working toward targets in the Home Together Plan for shelter bed inventory: Add 1,625 additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate with access to support services (behavioral health and health care) to provide more supportive environments for residents.	Multiple, including prioritized use of HHAP for interim housing; Homekey	State	Cities	County	12/31/2026	Unsheltered population measured via PIT Count; # of interim housing beds brought online each FY, as measured through Home Together Plan progress updates, substantiated by the HIC.
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SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
6,540

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand shallow subsidy programs with the goal of	City and County local funds contingent on	Local	Cities	CoC, County	12/31/2026	# of households receiving shallow subsidy assistance; %

preventing households from becoming homeless, where income is the primary driver.	availability					returns to homelessness at 6/12/24 months (6 months is not usually a useful timeframe)
Launch Guaranteed Income Pilot programs	City local funds	Local	Cities	CoC, County of Alameda	12/31/2026	Annual SPM for first-time homelessness; potential data bumping of recipients with HMIS participants experiencing homelessness
in partnership with Public Health, HCD, and Social Services, finalize and implement strategies from the Homelessness Prevention Framework for Alameda County	Local Funds not yet identified	Local	County	Cities, CoC	12/31/2026	Comparison of # served by prevention resources with # of people accessing homeless services year over year for directionality
Expand the supply of supportive housing subsidies and units through prioritization and matching strategies, and new development funding.	HUD Unsheltered NOFO grant	Federal	County/OHCC	Service Providers/CBOs	12/31/2026	# of people exiting to permanent housing # permanent housing units and subsidies added to systemwide inventory
Case Management Staff and increasing support to unsheltered	GPF and HHAP-5	Local and State	City	County and service providers	6/30/2028	# of individuals outreached to # of matches to shelter

households

SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
People who are Black or African American AND Hispanic/Latino	174

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Cities allocating funding for eviction prevention to prevent homelessness, including for special populations such as victims of gender-based violence	General Funds CDBG, ARPA	Local & Federal	Cities	County	12/31/2026	# of people served in eviction prevention programs # of people experiencing homelessness for the first time # of returns to homelessness within 2 years
Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at	City of Oakland General Fund	Local	City of Oakland		12/31/2026	Percentage of program clients who are successfully prevented from entering homelessness.

Black men, the population with the most disproportionate risk of falling into homelessness.

Implement and expand shallow subsidy availability for people with fixed or limited income with housing insecurity to relieve rent burden and reduce the risk of becoming homeless.	Local tax funds ARPA	Local & Federal	Cities		12/31/2026	# of shallow subsidy slots available
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Improve data collection and data analyzation practices to better understand the trends of Black and Latino households accessing services in ratio to those identified as homeless	General Funds HHAP	Local & State	City & County	Cities and Nonprofit providers	3/31/2024	Qualitative data analyzation # of persons identified as homeless by race # of persons utilizing each service type by race
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SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
3,093

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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Launched peer navigation project for TAY that includes Housing Problem Solving to support exits	YHDP	Federal	County/ OHCC	Youth Action Board; City of Oakland; CoC	12/31/2024	# of TAY served by peer navigation project that exit to housing over 1 year
Expand Rapid Rehousing resources available to transition age youth through our YHDP joint TH/RRH program by expanding RRH slots with HHAP-5. The RRH component uses a Housing First and Harm Reduction model and includes leasing costs, rental assistance, supportive services (to assist in finding a unit and to provide case management/wrap around services to ensure eventual independence in the client taking over the lease and maintaining their housing).	YHDP, HHAP-5 (proposed)	Federal, State	County/ OHCC	Youth Action Board; City of Oakland; CoC	10/31/2026	# TAY exiting to permanent housing, served by RRH program (measured by HMIS APR: exits/% exits to a positive housing destination)
Continue to implement the City of Oakland's new funding program to create PSH	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond;	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness;

<p>(including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.</p>	<p>City Boomerang</p>	<p>retention of clients in PSH after placement</p>
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<p>Expand the supply of supportive housing subsidies and units through prioritization</p>	<p>HUD Unsheltered NOFO grant</p>	<p>Federal</p>	<p>County/ OHCC/City</p>	<p>Service Providers/ CBOs</p>	<p>12/31/2026</p>	<p># of people exiting to permanent housing # permanent housing units and subsidies</p>
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and matching strategies, and increased funding for both the capital and operating costs of new units.

added to systemwide inventory

<p>Increase housing exit pathways through the number of Rapid Rehousing and subsidy slots. Individuals utilizing emergency short-term navigation centers will be matched to RRH slots improving outcomes to permanent housing.</p>	<p>HUD Unsheltered NOFO, HHAP, and GPF</p>	<p>Federal, State, & Local</p>	<p>City</p>	<p>county, Service Providers</p>	<p>12/31/2026</p>	<p># of people successfully connected to RRH or a subsidy # of people maintaining permanent housing</p>
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<p>Continue supporting City of Albany's existing RRH program (Project Hope) so that there are new exits to permanent housing, as slots turnover. Existing RRH program has capacity to serve approx. 5-6 households at a time, using Housing First principles and a Harm Reduction model. The program houses people in scattered-site</p>	<p>HHAP, HHAP-5 (proposed)</p>	<p>State</p>	<p>County</p>	<p>City of Albany</p>	<p>6/30/2026</p>	<p># exiting to permanent housing, served by Project Hope RRH program (measured by HMIS APR: exits/% exits to a positive housing destination)</p>
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apartments, with funds applied to rental assistance and incentives to landlords in the private market (such as security deposits and holding fees), and case management services.

<p>Continue Rental Assistance & Landlord Engagement (RALE) program, providing rental assistance and landlord support in the private market for tenant-based rental subsidy holders; tied to directly managing housing subsidy programs and cultivating landlord/property management relationships to grow/sustain inventory of units willing to accept subsidies from homeless funding programs.</p>	<p>HHAP, HHAP-5 (proposed), HUD CoC, MHSA</p>	<p>Federal and State</p>	<p>County</p>	<p>Service Providers</p>	<p>6/30/2028</p>	<p># of people permanently housed through RALE program</p> <p># of people maintaining permanent housing through RALE subsidy programs, using HMIS project exits to determine # exiting RALE to non-permanent housing destinations</p> <p># of landlords in RALE portfolio/# of private market/scattered-site units housing RALE participants</p>
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<p>Continue Housing Assistance Fund, a centralized fund available to anyone in our</p>	<p>HHAP, HHAP-5 (proposed)</p>	<p>State</p>	<p>County</p>	<p>Service Providers</p>	<p>6/30/2028</p>	<p># of people exiting homelessness who are assisted by the Housing Assistance</p>
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system who needs to access additional resources to move into housing, including security deposits, utility start-up, and furniture

Fund to move into permanent housing;

<p>Continue housing services (housing navigation & tenancy sustaining services) to help obtain and maintain permanent housing for clients who we aren't able to bill MCPs through CalAIM, to enabling people in the CE housing queue to access available housing opportunities</p>	<p>HHAP, HHAP-5 (proposed); CalAIM/Medical</p>	<p>State</p>	<p>County</p>	<p>Service Providers, Managed Care Plans</p>	<p>6/30/2028</p>	<p># of people enrolled in Housing Navigation who move into permanent housing (as defined by HMIS Housing Navigation program exits to perm. housing) # of people who enroll in in Tenancy Sustaining Services upon exiting to permanent housing</p>
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<p>Expand our newly implemented Local Housing Support Program- a pool receiving funds from available sources and made available to qualifying housing developers/projects who are developing projects that</p>	<p>HHAP-5 (proposed); HDAP; HHIP</p>	<p>State</p>	<p>County</p>	<p>Housing Developers; cities</p>	<p>6/30/2027</p>	<p># of new homeless-dedicated housing units (set-aside homeless units) with funding from LHSP</p>
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have funding commitments but need operating subsidies to complete the funding & bring the project online. Funds from this pool will ensure units are homeless designated and will receive referrals through CE.

Continue support for the Vineyard project in the City of Livermore – which currently receives operating funds from prior rounds of HHAP for its PSH units, a multiservice center PH site in East County	HHAP, HHAP-5 (proposed); City of Livermore funding	State and Local	County	City of Livermore	6/30/2027	# of people permanently housed at Vineyard site
Continue support for staff/administration of permanent housing pipeline, ensuring housing opportunities are set to come online and service commitments are leveraged	HHAP, HHAP-5 (proposed)	State	County	City of Oakland, other cities, housing developers	6/30/2028	# of new permanent housing units coming online annually; # of perm units with County-funded service commitments made
Continue support for CE data analyses to ensure	HHAP, HHAP-5 (proposed)	State	County	CoC	6/30/2028	# enrolled annually in CE (via HMIS project)

effective access/screening/assessment/prioritization/referral to permanent housing							enrollment); # permanently housed through CE
Continue providing stipends for persons with lived experience to contribute to CoC policy setting and evaluation of our community's ability to bring on and place more people in PH while monitoring for race equity in housing placements	HHAP, HHAP-5 (proposed)	State	CoC	County, Homebase	6/30/2028	# of PLE supported/in CoC committee/board seats	
Continue supporting the Youth Action Board and its Coordinator to provide strategic direction to use of YHDP funds to increase housing exits for TAY	HHAP, HHAP-5 (proposed)	State	County	CoC, YAB	6/30/2028	# of housing opportunities for TAY	
Financial support for transitional age youth to obtain and sustain permanent housing	HHAP-5	State	City	CBOs	12/31/2026	Permanent housing retention rates among TAY	
Continue housing deposit funds through	HHAP, HHAP-5 (proposed); CalAIM/MediCal	State	County	Service Providers, Managed	12/31/2028	# of people enrolled in HCS Housing	

Housing Community Supports (HCS) for housing navigation clients who we aren't able to bill MCPs through CalAIM, allowing them to access 1x financial assistance to support moving in to perm. housing (including security deposits, furniture, moving expenses)	Care Plans	Deposits (in HMIS) who move into permanent housing (as defined by HMIS Housing Deposits program exits to perm. housing)
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SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
People who are Multiple Races	241
People who are Black or African American AND Non-Hispanic/Non-Latino	1,783
People who are Black or African American	1,860

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continue to track and evaluate the impact of updates to the Coordinated Entry System to ensure impacts are effective	MHSA County General Funds	State & Local	Alameda County	CoC, Cities and Service Providers	12/31/2026	Annual evaluation of Coordinated Entry program enrollments by race and ethnicity

and support reductions in racial disparities

Add capacity within the homelessness response system to support new dedicated affordable units.	U.S. Department of Housing and Urban Development (HUD)	Federal	Alameda County	Cities	12/31/2024	# of new Dedicated Affordable Housing Units added annually
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Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
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fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Data and Service Training on programmatic disparities and built in/developed biases	TBD	TBD	CoC	Cities and County	12/31/2026	Surveys
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SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4
149

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Continuing support for the TAY access point with staff and housing problem solving resources, to help consumers exit homelessness quickly/reconnect to permanent housing opportunities without having to enter the	YHDP; HHAP, HHAP5 (proposed)	Federal & State	County (OHCC)	Youth Action Board;	12/31/2026	# of TAY served by Housing Problem Solving and exiting to permanent housing; Length of time homeless for TAY provided Housing Problem Solving/served by Access point

homeless system/CE.

Increase availability of permanent housing by partnering with developers to commit on-site services for units dedicated to PEH.	HHAP; local funds	State, Local	County (OHCC)	Housing developers; CBOs providing supportive services	6/30/2028	Increase in PH inventory (set-aside homeless units) year over year
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Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement
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committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Improved data review to better understand trends around length of stay

HHAP
Local Funds

State & City City

Nonprofit Providers

12/31/2026

Individual and average length of stay

Increasing exit pathways to permanent housing from interim programs Including adding RRH slots attached to interim program navigation centers and maintaining interim shelters providing services to support the end of households homeless status more quickly absent the support and shelters.

HHAP
FHC
ERF
Unsheltered
Nofo
Local Funds

State, Local & Federal City

Nonprofit providers

12/31/2026

Exits to permanent housing. Length of stay in RRH.

Length of stay in shelters

Measurement of length of stay outside of shelter vs. time in shelter up to placement in permanent housing.

Expand our newly implemented Local Housing Support Program- a pool receiving funds from available

HHAP-5 (proposed); HDAP; HHIP

State County

Housing Developers; cities

6/30/2027

of new homeless-dedicated housing units (with set aside homeless units) with funding from LHSP

sources and made available to qualifying housing developers/projects who are developing projects that have funding commitments but need operating subsidies to complete the funding & bring the project online. Funds from this pool will ensure units are homeless designated, will receive referrals through CE, and will decrease time spent homeless by adding more available inventory.

<p>Expand Rapid Rehousing resources available to transition age youth through our YHDP joint TH/RRH program by expanding RRH slots with HHAP-5. The RRH component uses a Housing First and Harm Reduction model and includes leasing costs, rental assistance, supportive services (to</p>	<p>YHDP, HHAP-5 (proposed)</p>	<p>Federal, State</p>	<p>County</p>	<p>Youth Action Board; City of Oakland; CoC</p>	<p>10/31/2026</p>	<p>Average length of time TAY experienced homelessness before exiting to permanent housing through RRH program (measured by HMIS SPM for project enrollees).</p>
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assist in finding a unit and to provide case management/wrap around services to ensure eventual independence in the client taking over the lease and maintaining their housing). Adding RRH slots can provide support while moving people quickly out of homelessness into private market apartments - reducing time spent homeless while they stabilize in housing.

<p>Continue supporting City of Albany's existing RRH program (Project Hope) so that there are new exits to permanent housing, as slots turnover. Existing RRH program has capacity to serve approx. 5-6 households at a time, using Housing First principles and a Harm Reduction model. The program houses people in scattered-site</p>	<p>HHAP, HHAP-5 (proposed)</p>	<p>State</p>	<p>County/ OHCC</p>	<p>City of Albany; Service Provider</p>	<p>6/30/2026</p>	<p>Average length of time program participants experienced homelessness before exiting to permanent housing through RRH program (measured by HMIS SPM for project enrollees).</p>
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apartments, with funds applied to rental assistance and incentives to landlords in the private market (such as security deposits and holding fees), and case management services. RRH slots can provide support while quickly moving people out of homelessness into private market apartments - reducing time spent homeless while they stabilize in housing.

Continue support for the Vineyard project in the City of Livermore – which currently receives operating funds from prior rounds of HHAP for its PSH units, a multiservice center PH site in East County	HHAP, HHAP-5 (proposed); City of Livermore funding	State, Local	County	City of Livermore	6/30/2027	# of people permanently housed at Vineyard site
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SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group	Measure
People who are multiple races	175

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add new slots of Rapid Rehousing	YHDP	Federal	Alameda County	Cities and Youth Service Providers	12/31/2024	Monitor for racial disparities in placements into Rapid Rehousing
Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has	City of Oakland Permanent Local Housing Allocation; Measure U Affordable Housing Bond; City Boomerang	Local	City of Oakland	County	12/31/2025	Number of unhoused individuals provided with PSH/permanent exit from homelessness; retention of clients in PSH after placement

thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Monitor shelter contracts for compliance with SSA shelter standards that include strategies for lowering programmatic barriers to crisis services such as prevention, problem solving and shelter.	General Funds (County and City), HHAP	Local & State	County/OHCC/City	Cities	12/31/2026	# of successful placements from street outreach to indoor locations; including by race and ethnicity.
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SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
15.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Expand shallow subsidy programs with the goal of preventing households	City and County local funds contingent on availability	Local	Cities in Alameda County	CoC, County of Alameda	12/31/2026	# of households receiving shallow subsidy assistance; % returns to homelessness

from becoming homeless, where income is the primary driver. at 6/12/24 months (6 months is not usually a useful timeframe)

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.	City of Oakland General Fund	Local	City of Oakland	TBD	12/31/2026	Percentage of program clients who are successfully prevented from entering homelessness.
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Provide services funding for supportive housing and supportive housing for frail/older adults through expansions of Medi-Cal enrollment and CalAIM (Housing Community Supports)	Medicaid funds	State/Federal	County	Managed Care Plans	12/31/2026	Housing retention rates for people enrolled in CalAIM Housing Community Supports
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In partnership with Public Health, HCD,	Local funds not yet identified	Local	County	Cities, CoC	12/31/2026	Comparison of # served by prevention
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and Social Services, finalize and implement strategies from the Homelessness Prevention Framework for Alameda County

resources with # of people accessing homeless services year over year for directionality

Expand access to aftercare services	HHAP and Local	Local and State	City	County	12/31/2026	Recidivism rate
Prevention funds to support households sustain their permanent housing. This includes support for shelter diversion by way of reunification services.	HHAP and Local	Local and State	City	CBOs	12/31/2026	Recidivism rates
Continue tenancy sustaining services to support people moving into housing with stabilization services to help retain that housing	HHAP, HHAP-5 (proposed); CalAIM/Medical	State	County	Service Providers, Managed Care Plans	6/30/2028	Housing Retention Rate (HUD SPM)
Continue Rental Assistance & Landlord Engagement (RALE) services tied to directly managing housing subsidy programs and cultivating landlord/propert	HHAP, HHAP5 (proposed), HUD CoC, MHSA	State and Federal	County	Service Providers	6/30/2028	# of people maintaining permanent housing through RALE subsidy programs # of landlords in RALE portfolio

y management relationships to grow/sustain inventory of units willing to accept subsidies from homeless funding programs, and ensure client-landlord relationships are successful.

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
People who are Asian	21.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Allocate resources towards increased behavioral and support services that will help people who are in permanent housing to maintain their housing.	CalAIM, Behavioral Health Bridge Housing	State	County	Cities	12/31/2026	Retention rates for people enrolled in permanent housing programs; data broken down by race and ethnicity
Conduct research and analyze data to identify and better understand racial and	TBD	TBD	County	Cities	12/31/2026	Who is returning to homelessness; Housing exit reasons

ethnic
disparities to
inform service
decisions

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6

46

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Add access point outreach staff to connect people to services (including shelter) in the field	HUD Unsheltered Grant (Mobile Access Points)	Federal	County	Cities, CoC	12/31/2026	Annual # of successful placements from street outreach projects Annual # of people enrolled in services and programs via new mobile access points Annual # of people experiencing unsheltered homelessness
Embedding Housing Navigation within Street Health Teams	CalAIM (Housing Community Supports), HHAP-5 (proposed)	State	County	CBOs	12/31/2026	# of people connected to Street Health enrolled in Housing Navigation # of Successful Placements in Housing # Housing Navigators hired
Expand Outreach	HUD Unsheltered	Federal,	County	Cities and Nonprofit	12/31/2028	# of outreach staff;

support, including street health outreach teams, and improve data collection and data sharing	NOFO, HHAP, HHAP-5 (proposed) Local	State, City		providers		# of housing placements, including interim; # of people enrolled in street health programs
Support outreach to unhoused households with an intentional focus on identifying households living in vehicles and supporting the transition to permanent housing	HHAP-5	State and Local	City	County and nonprofits	12/31/2026	# of people transitioning from vehicles to shelter including permanent housing # of people supported with vehicle needs # of people transitioning from outreach to shelter
Street outreach will develop a system coordination process to support direct referrals and intakes to available beds in the community	HHAP-5	State	City	County and nonprofits	6/30/2028	# of exits from street outreach to shelter (ES/TH/RRH/PH)

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group

Measure

n/a- null values provided as sample size not large enough to provide demographic breakdown

0

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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Ensure all census tracts with people who are unsheltered are covered by Street Health teams, with particular attention to neighborhoods with a high proportion of unhoused people who are African American or Black.	HHIP; Medi-Cal (CalAIM ECM); HHAP	State	County (OHCC-HCH)	FQHCs contracted to provide Street Health; Local Managed Care Plan	12/31/2026	#/% of people successfully placed from street health outreach who are African American or Black
Hire staff that identify with and understand the population being served	Local HHAP Unsheltered Homeless	Local, State, Federal	City, County	Nonprofits	12/31/2026	Demographics of staff in relation to demographics of the unsheltered homeless population

Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:
 - o Service delivery;
 - o Housing placements;
 - o Housing retention; and
 - o Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization

as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
The Oakland-Berkeley/ Alameda County CoC requires 30%+ racial diversity representation for all boards, committees, and workgroups.	CoC	County, Cities, CoC Committees
The Oakland-Berkeley/ Alameda County CoC's Racial Equity Workgroup has developed and is currently implementing a racial equity framework to guide the entire homelessness response system's work on racial inequity. The Racial Equity Framework proposes a set of nine guiding principles to support the CoC to develop and implement policies and practices that are grounded in racial equity and justice. The Framework and accompanying support tools are proposed for use during all phases of CoC committee work (planning, implementation, and evaluation) to help CoC members and committees to embed the CoC's racial equity principles and to evaluate whether the work furthered the CoC's racial equity priorities. The guiding principles that ground the framework are based on racial equity tools	CoC	County, Cities, CoC Committees

developed by HUD’s Racial Equity team and the City of Oakland Racial Equity Department. The guiding principles in the Racial Equity Framework are 1) Lead with Equity Design; 2) Work & Decisions Grounded in Data; 3) Conduct Root Cause Analyses; 4) Acknowledge & Address Governmental Harm; 5) Check Implicit & Structural Bias; 6) Dismantle White Supremacy Culture; 7) Decenter Whiteness; 8) Honor the Journey to Racial Equity, Justice and Healing; and 9) Accountability to BIPOC communities.

<p>The HUD DV Bonus grant for CE is supporting us to create access points for survivors of gender-based violence, who are overwhelmingly people of color, and with females and people who are transgender reporting higher rates of violence. These access point will help ensure that this vulnerable population can connect to available homeless services through CE while protecting anonymity.</p>	<p>CoC</p>	<p>CoC, DV Provider Agencies</p>
<p>Consider additional populations in need of homeless prevention and services that are included in measures such as under the McKinney-Vento Act, which tends to capture more women and children experiencing homelessness.</p>	<p>CoC, County, Cities</p>	<p>CBOs/ Service Provider Organizations</p>
<p>Partner with school districts, social services agencies, child welfare, community health organizations and others to connect people to prevention and economic supports.</p>	<p>County, Cities, CoC</p>	<p>School districts, social services agencies, child welfare, community health organizations</p>
<p>Work with criminal justice institutions to create housing planning and homelessness prevention resources, given the over-representation of BIPOC communities in the justice system. Care First, Jails Last is one such space where this planning work is happening. Associated CalAIM tables for the expansion of CalAIM to the justice population is another area where this service planning has launched.</p>	<p>County</p>	<p>CBOs, Managed Care Plan, Cities</p>
<p>Continue to implement the City of Oakland’s new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond</p>	<p>City of Oakland</p>	<p>County</p>

funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

Expand access in key neighborhoods and continue improvements to Coordinated Entry

County

Nonprofits

Intentional hiring practices to reflect the community being served

Cities and County

Nonprofits

Enhance visibility of available services through outreach/marketing efforts at the front door of Coordinated Entry and through regional care coordination teams

Cities, county, Nonprofits

CoC

The County facilitates monthly trainings for provider cohorts (e.g., Supportive Housing Learning Collaborative (with Corporation for Supportive Housing as a partner; shelter and outreach providers convened by Health Care for the Homeless) that includes a focus on infusing equity practices throughout program service delivery.

County

CBOs/Homeless Service Provider Organizations

Provide Capacity Building to small emerging, black-led organizations

City and County

Nonprofits

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Quarterly review of Coordinated Entry enrollment data to look at race and ethnicity compared to people experiencing homelessness (data from HMIS and the PIT Count)	County	Homeless Service Provider Organizations, Cities
Quarterly and Annual review of housing outcomes by race	City	CBOs
Landlord liaison support and housing placement advocacy	CBOs	Cities and County
Third party evaluation to identify bias within Coordinated Entry assessment; findings to be used to make adjustments in alignment with	County	Third party evaluator, Homeless Service Provider Organizations

racial equity goals around access to resources.

Coordinated Entry policies are reviewed by CoC committees, including participants in the CoC's Racial Equity Working Group.	CoC	County, Cities, Homeless Service Provider Organizations
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Onboarding for Coordinated Entry specialists includes information about racial equity and how Coordinated Entry design in Alameda County is intended to facilitate equitable access to resources.	County	
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Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
Ensure that workforce services are accessible to and structured to support people whose housing is unstable.	County, Cities	CoC, CBOs
Target time-limited Rapid Rehousing resources to serve households with an ability to increase income.	County, Cities	CBOs
Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.	City of Oakland	

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
Use data from system performance measures to improve outcomes and track racial equity impacts through the System Impact Committee of the CoC.	CoC	County, Cities
Annual system evaluation through a race equity lens, disaggregating performance outcomes by race. This work is done as part of the annual progress updates for the Home	County	CoC, Cities

Together 2026 Community Plan.

The County's HCSA is examining policies & procedures to identify opportunities and make recommendations to meet the needs of groups most disproportionately impacted by homelessness, including: 1) direct services w/ clients; 2) hiring processes; 3) organizational culture; and 4) the importance of cultural competency in the provision of services to the homeless population.

County

CoC, Cities, CBOs

The County's Housing Solutions for Health Vendor Pool recently updated its RFQ process to encourage agencies deeply rooted in, and trusted by, traditionally underserved communities to apply.

County

CBOs

Evaluation of organizations understanding of equity and regular organizational practices and policies in place to address and support equity in their work

City of Oakland

Continue to implement the City of Oakland's new funding program to create PSH (including transitional and interim housing), called the Rapid Response Homeless Housing (R2H2) program. This program uses local funding sources including boomerang, Measure U bond funds, and the City's Permanent Local Housing Allocation resources. In the first six months of operation, the program has a pipeline of 20 proposals totaling 1165 units. Approximately \$30 million has thus far been committed to fund this initiative. This program will reduce disparities in who experiences homelessness by providing permanent exits from homelessness.

City of Oakland

County

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. Based on relevant data, the pilot is targeted at Black men, the population with the most disproportionate risk of falling into homelessness.

City of Oakland

Is place-based encampment resolution occurring within the region?

Yes

The CoC must describe and provide evidence of collaboration with the cities or

counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

Collaboration: Like many communities, Alameda County is responding to a huge growth in numbers of people living in encampments, vehicles and other unsheltered settings. Response to support the health and wellbeing of people experiencing unsheltered homelessness comes from multiple stakeholders and jurisdictions. The County's Health Care for the Homeless Program leads 15 Street Health Teams directly engaging with unsheltered residents and providing health care and housing support services. The cities lead efforts to develop additional shelter capacity, hygiene services and outreach support. There are also community-led efforts including CoC CBOs and volunteer advocacy efforts to support unsheltered people where they are and support their rights.

Resolution: Alameda County and its Mayors have established a Technical Working Group to further develop collaboration on encampment resolution and other key issues in homelessness response. The group has recently drafted a matrix with agreed "triggers" for resolution, such as extreme health and safety concerns, high numbers of vulnerable residents, dangerous environmental factors, and/or CalTrans pending action. Once the need for closure is established, all parties will confer to map the staging and delivery of services and resources. A plan is made that takes the availability of interim or permanent housing placements into consideration and allows time for connection to services and assessments.

Prioritization: While most permanent supportive housing is considered a countywide resource and prioritized based on vulnerability and length of homelessness, all other resources are regionally specific (Navigation Centers, shelters, safe parking) and thus each city relies heavily on their regionally allocated/city resources to provide to people residing in encampments, particularly during planned closures. For access to permanent housing from unsheltered status, several pathways exist. First, if an encampment resident is in the countywide housing queue, they may be referred quickly to housing.

Additionally, locally funded housing programs may have eligibility based on unsheltered status. In 2023, the CoC was selected for funding in the inaugural Unsheltered NOFO from HUD. As such, multiple new programs including rapid rehousing, mobile access points to serve people who are unsheltered, peer support, and permanent housing are launching in 2024 and specifically prioritize people living in unsheltered settings with high service needs.

Where in use, the coordinated entry system seeks to refer people to temporary and permanent housing solutions that meet the needs of overrepresented groups. For example, in system modeling with a racial equity focus, residents identified the need for dedicated affordable housing to be made available to those with temporary or less severe service needs in order to effectively reach significant numbers of people who are BIPOC and over-represented. Through customization, testing, and outcome analysis, the coordinated entry assessment tool has been designed to match to resources to equitably assist Alameda County residents most impacted by racial disparities in homelessness.

Optional Upload: Evidence of Collaboration and/or Prioritization

Alameda-County-Coordinated-Entry-Policies.pdf

OAC-10-11-2023.pdf

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - Jails
 - Prisons
 - Hospitals:
 - Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
Expand the number of rapid rehousing slots dedicated to individuals exiting jail settings; provision of rental subsidies to a target of over 375 households.	Office of Homeless Care & Coordination And Department of Violence Prevention	Alameda County Probation Department
Continue coordination and planning to implement in-reach Coordinated Entry System access and coordination, in advance of exit to a homeless	Office of Homeless Care & Coordination	Alameda County Sherriff's Office; Behavioral Health; Community-based

situation.

partners.

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. This pilot is targeted toward populations at the highest risk of homelessness, and recently incarcerated individuals are one of the key target populations for this initiative.

City of Oakland, Department of Housing & Community Development

CBOs

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
Reengage coordination with State Department of Corrections and Rehabilitation (CDCR) to identify individuals anticipating exiting to homelessness and returning to Alameda County. Connect those exiting state prisons to Coordinated Entry Access, in advance of reentry to the community.	Office of Homeless Care & Coordination	State Dept of Corrections and Rehabilitation (CDCR)

Continue implementing the City of Oakland's Homelessness Prevention Pilot Program, a \$2.3 million initiative that provides flexible financial assistance and wrap around support to individuals at severe risk of homelessness. This pilot is targeted toward populations at the highest risk of homelessness, and recently incarcerated individuals are one of the key target populations for this initiative.

City of Oakland, Department of Housing & Community Development

CBOs

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
Increase the number of respite beds in the County leveraging CalAIM Community Supports, to support discharges from the hospital.	Health Care for the Homeless	Managed Care Plans; Respite Providers

Expand permanent units for the medically frail population, using a model of expanded nursing and caregiver services in addition to the traditional supportive housing services.

Office of Homeless Care & Coordination

County Housing & Community Development; Managed Care Plans; CBO Providers

County is partnering with our local Managed Care Plan (AAH) to promote bringing on Short-Term Post Hospitalization Housing through CalAIM Community Supports. This will help with hospital discharge for those who don't need additional recuperative care services but lack a housing plan. This will also bridge b/t respite beds and perm. Housing.

Local Managed Care Plan (MCP)

County's Office of Homeless Care & Coordination; CBO providers

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Foster Care	Connecting transition-age youth leaving foster care to youth-dedicated joint TH/ rapid rehousing component through YHDP	County (OHCC)	YAB, CoC
Fostercare	Connecting former foster youth to RRH and PH	City of Oakland	Oakland Housing Authority, CBOs
BH Facilities	Utilizing Community Care Expansion – Preservation funds to help stabilize the Board & Care system for people with behavioral health needs transitioning from sub-acute facilities.	County (OHCC)	ACBH

Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program
 - Building Homes and Jobs Act
 - The California Emergency Solutions Grants Program
 - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
 - HOME Investment Partnerships Act
 - Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** *The entity responsible for administering the given funding source.*
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** *Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.*
3. **Funding Amount:** *Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)*
4. **Timeframe of Use:** *The date range the local fund administrator anticipates expending the*

identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	Cities	Homekey Round 3 Awards will be used to develop additional PSH units City of Oakland (Imperial Inn) City of Oakland (CSH Enterprise) City of Oakland (Dignity Village) City of San Leandro (Lewelling) Cities of Hayward and Union City (Project Reclamation) City of Berkeley (University Inn)	\$83,304,730.00	\$83,304,730.00	Varies with each project
The No Place Like Home Program	State	County (OHCC) + Developers	NPLH funds are 100% allocated for Permanent Supportive Housing. NPLH funds will support PSH at a total of 23 sites, and a cumulative total of 559 PSH units.	\$205,551,669.00	\$205,551,669.00	NPLH Rounds 1-4 awards will have expenditures made during FY23-24 through FY27-28
The Multifamily Housing Program	State	Developers	Funds capital costs of creating new housing units for people experiencing homelessness. Includes 4 projects with varying	\$121,357,631.00	\$96,430,063.00	Through FY 25/26

			percentages of PSH: (total 131 PSH units)			
The Housing for a Healthy California Program	State	Developers	Funds capital costs of creating new housing units for people experiencing homelessness. (49% of the units are PSH)	\$14,514,579.00	\$7,112,144.00	FY 24/25
The Homeless Housing, Assistance, and Prevention Program	State	County and City of Oakland	County HHAP Round 2 funds remaining to be expended: admin, prevention, system support, strategic planning, operating subsidies (interim housing) County HHAP Round 3 funds to be expended: admin, outreach, rental assistance, system support, interim shelter, operating subsidies (PH) County HHAP Round 4 (50%) funds to be expended: rental assistance, prevention, street outreach, services coordination, system support, interim sheltering, operating subsidies (PH) City HHAP provides access to emergency shelter hubs where homeless households can receive support with their unique needs, assessed and placed in housing while being sheltered. HHAP also funds exit pathways to permanent housing and permanent housing operating subsidies.	\$64,176,062.00	\$25,366,261.00	Current - 2027
Building Homes and	Local	County	Capitalized Operating	\$19,667,56	\$19,667,56	Through FY

Jobs Act			Subsidy Reserves for housing serving people experiencing homelessness	2.00	2.00	27/28
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The California Emergency Solutions Grants Program	Federal	County and City of Oakland	State ESG is funded by HUD, funds are administered by the State and provides funds for rapid re-housing for at least 20 households and emergency shelter services for at least 150 households who are referred to the project from the CES. ESG funds from HUD to the City of Oakland are used toward the Implementation of emergency shelter and supportive services	\$2,403,984.00	\$698,738.00	Current through FY 27/28
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The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	State	Developers	Funds capital costs of creating new housing units for people experiencing homelessness (25% of the units are PSH)	\$5,390,504.00	\$1,347,626.00	FY 24/25
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HOME Investment Partnerships Act	Federal	County and City of Oakland	FY23-24 HOME funds only (other years funding amounts are not known including FY24/25). Activities funded: Construction of permanent affordable rental housing, rehabilitation of rental housing, tenant-based rental assistance. PSH Development RRH Rental Assistance	\$3,327,384.00	\$3,327,384.00	through June 2027
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Parolee or probation programs that are intended to prevent	State	County Probation	AB 109 funding is used to give individuals on probation the time and	\$29,686,319.00	\$4,500,000.00	Current through FY 27/28
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homelessness upon release

support they need to hopefully be able to secure permanent housing by the time their probation termination ends. Funded housing programs provide transitional housing options to those enrolled in the program while they work to be in a position to transition from our housing program into permanent housing of their own. Eligibility for this funding terminates when the individual's probation term ends. The following types of housing programs are funded: shelter beds, transitional housing and rapid re-housing.

Housing Opportunities for Persons With AIDS	Federal	City of Oakland	Providing shelter, prevention services, and services to homeless households with AIDS and HIV	\$10,416,167.80	\$5,447,416.00	Current - 2027
Community Development Block Grant	Federal	City of Oakland	CDBG funds provide shelter support to the unhoused and supports enhancements to existing programs	\$1,199,968.76	\$0.00	through 2024
Encampment Resolution Fund	State	City of Oakland	Provides interim shelter for Oakland residents living on the street to access services, become document ready and matched to housing	\$2,934,327.24	\$0.00	current - 2025
Family Homelessness Challenge	State	City of Oakland	Supporting homeless families with shelter, employment and mental health support, and permanent housing placement. Enhancing the family homelessness response system	\$395,715.45	\$0.00	current - June 2026
California	State	County	California Emergency	\$321,167.0	\$321,167.0	Round 1

Emergency Solutions & Housing (CESH)			Solutions and Housing (CESH) Round 1 is funded by the State, funds are used for provide rental assistance, housing relocation, stabilization services, operating subsidies, flexible housing resources, operating support for emergency housing intervention, and systems support, developing.	0		0 funding was received in 2018; term of use is 7/29/19-7/28/24. Balance is \$61,167.
			CESH Round 2 is funded by the State, funds are used for provide operating support for emergency housing intervention and systems support.			Round 2 funding was \$911,842; term 3/11/20 - 3/10/25; balance is \$260,472

Mental Health Block Grant	Federal	County	St. Mary's Senior Housing Navigation	\$495,503.00	\$0.00	Through FY 25/26
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ARPA	Federal	County	Homekey shelter operations, I/Q shelter operations, PRK Safer Ground operations at Radisson, and Rehousing short term housing subsidies, contracts for transport, security and personal caregiving. Support the transition of	\$30,577,983.00	\$15,400,834.00	Current through 12/31/2026
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			the county's two Homekey sites from interim housing (shelter) to PSH			
Health Resources & Services Administration	Federal	County	Trust Clinic clinical, programmatic and administrative support	\$31,670.04	\$0.00	Current through FY 27/28
			resources, supplies and short-term projects for clients impacted by COVID and initial startup funding for EPIC			
Alameda County Measure A	Local	County	Acquisition of St. Regis Community Care Campus for adult and senior care. Part of the purchase of this site helps to bring permanent housing online. Alameda Point Collaborative Respite Center and Health Clinic. The site will co-locate senior housing, medical respite, a primary care clinic, and a resource center including: - 100-units of older adult affordable housing; and - 50 interim affordable beds for homeless individuals with acute health conditions.	\$17,827,662.00	\$10,190,514.00	Through FY 24/25
Mental Health Services Act (MHSA)	State	County	MHSA housing subsidies and landlord engagement services (Rental Assistance and Landlord Engagement – RALE) Housing Support Program (HSP) licensed board and care subsidies Emergency Shelter Contracts Outreach and Housing	\$20,897,503.00	\$9,858,416.00	through FY 24/25

Navigation Programs for
homeless individuals
with a serious mental
illness

Permanent Supportive
Housing services
contracts to serve
formerly homeless
individuals with a

serious mental illness

MHSA Short-term
housing assistance fund

CDSS- HDAP	State	County	Funding is used for Emergency Shelter, Transitional Housing, and operating subsidies for Permanant Supportive Housing units.	\$17,421,51 8.00	\$8,480,649. 00	Through FY 27/28
CCE	State	County and City of Oaklan d	CCE funding is available for capital expansion projects, including the acquisition, construction, and rehabilitation of residential care settings, including permanent supportive housing.	\$85,131,84 4.00	\$50,222,88 3.00	Through FY 27/28
			1888 MLK project			
CCE-P	State	County	One-time funding allocation that seeks to preserve the capacity of eligible residential adult and senior care settings as well as increase the acceptance of new qualified residents by providing operating subsidy payments and funding capital projects.	\$7,541,985. 00	\$7,541,985. 00	Through FY 27/28

DHCS HHIP	State	County and Managed Care Plans	Local Housing Services Pool to fund operating subsidies for housing developers with homeless set-aside units for 7 years + Medically Frail Housing Start Up Housing Community Supports Provider Incentives/Capacity-Building Street Health Teams Point in Time Count Contracts	\$17,260,00 0.00	\$10,925,00 0.00	Varies: Operating subsidies through FY 31/32 Street Health through FY 26/27 Medically Frail Housing and Point-in-Time Count through FY 24/25
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CalAIM	State	Managed Care Plans	Housing Community Supports	\$13,917,96 0.00	\$9,742,572. 00	FY 23/24
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CalWORKS HSP	State	County	The California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program (HSP) is funded by the State of California Department of Social Services (CDSS). HSP program provides Rapid-Rehousing rental assistance subsidies for 12-24 months to CalWORKs recipients who are homeless and are willing to participate in supportive services. The short-term rental assistance subsidies may be for security deposits payments, one-time payments to resolve past-due utility balances, short-term motel vouchers, or for moving costs associated with relocating within the County.	\$19,370,15 9.00	\$18,193,49 5.40	FY 23/24
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Department of Health Care Services	State	County	39 Supportive Housing Units at a 79-unit affordable housing unit site (7th and Campbell). Funds are for rental and operating subsidies.	\$9,000,000.00	\$9,000,000.00	4/1/24 - 3/31/39
Oakland Housing Authority	Federal	City of Oakland	Provides funding to rapidly permanently house homeless populations from street homelessness and shelters.	\$4,209,692.00	\$4,209,692.00	FY 23/24
Alameda County General Fund-Homeless Allocation	Local	County	Local General Fund accounts for revenues that are not designated for a specific purpose but have been allocated to housing and homelessness initiatives. Activities include: Outreach, Navigation, Interim Housing, Permanent Housing and Case Management	\$35,622,466.00	\$6,619,802.00	Through FY 24/25
City of Oakland General Fund-Homeless Services	Local	City of Oakland	The general fund supplements homeless and housing programming	\$4,272,840.13	\$0.00	Through FY 24/25
City of Berkeley Measure P	Local	City of Berkeley	Activities include: Outreach, Navigation, Interim Housing, Permanent Housing and Case Management	\$18,435,006.00	\$3,633,244.00	ongoing
Oakland Measure W	Local	City of Oakland	Activities include: Outreach	\$23,051.00	\$0.00	FY 23/24
Alameda County Measure A Funds	Local	County	Activities Include: Interim Housing	\$14,357,662.00	\$0.00	FY 23/24
Oakland Measure Q	Local	City of Oakland	Measure Q supports the homeless population and the integrity of public spaces in Oakland such as Park and recreation spaces.	\$6,948,603.20	\$834,403.89	ongoing

Housing set-asides from Livermore & Pleasanton	Local	Livermore and Pleasanton	Activities include: Permanent Housing	\$236,000.00	\$236,000.00	FY 23/24
Grants received from foundations, countywide	Local	County	Activities include outreach	\$62,762.00	\$0.00	FY 23/24
HUD CoC Program	Federal	County, Cities, Service Providers	Administrative Activities System Infrastructure TH – Operations and Services PH – Rental Assistance PH – Services PH – Operations	\$221,632,490.00	\$193,693,480.00	Through FY 27/28
Oakland Low Moderate Income Housing Asset Funds	Local	City of Oakland	Capital costs for housing serving people experiencing homelessness	\$2,167,622.00	\$2,167,622.00	through FY 24/25
Oakland Boomerang Funds	Local	City of Oakland	Capital costs for housing serving people experiencing homelessness	\$8,233,118.00	\$8,233,118.00	through FY 24/25
Oakland Measure U	Local	City of Oakland	Capital costs for housing serving people experiencing homelessness	\$40,000,000.00	\$40,000,000.00	Through FY 26/27
				Total \$ Available to prevent and end homelessness:	Total Prioritized for Permanent Housing Solutions:	
				\$1,160,322,869.62	\$862,258,470.29	

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all

eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:

- CalWORKs
- CalFresh
- Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
- In-home supportive services;
- Adult protective services;
- Child welfare;
- Child care; and
- Medi-Cal benefits through Managed Care Plans

Guidance:

All of the above benefit programs *must* be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs. This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action *supports client access and/or enrollment in the eligible benefit program.***
- **Lead Entity should include the name of the regional Eligible Applicant responsible for managing the benefit program.**
- **Collaborating Entity may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.**

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	Continue contracting with homeless provider agencies that are also participating as CE access point providers to	County	Community Based Organizations (CBOs)

	ensure coordination between both programs.		
CalFresh	County HCSA helps coordinate trainings (available at minimum, annually), for service providers to connect their program participants to.	County	Community Based Organizations
Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	County's SSA works in partnership w/ Behavioral Health to provide outreach, case management, disability advocacy, and housing navigation to General Assistance (GA) clients who are homeless and eligible for SSI. Through HDAP, homeless GA clients w/ highest needs are provided timely services. County HCSA helps coordinate trainings (available at minimum, annually), for service providers to connect their program participants to. To promote SOAR certification, Social Services' provider has trained more than 500 individuals representing 121 organizations over the course of 20 different trainings.	County	Community Based Organizations
In-home supportive services	County OHCC has identified a need for additional caregiver services for a subset of the homeless population moving into permanent supportive housing and is working with Social Services to coordinate enrollment in In-Home Supportive Services (IHSS) for this population.	County (Social Services)	Community Based Organizations

Adult protective services	County OHCC has had ad hoc communications with County Social Services Agency (SSA) staff which support APS and the Home Safe program to support unsheltered clients with connection to resources and accessing the Coordinated Entry System (CES).	County Social Services	County OHCC, CBOs
Child welfare	Participation in CoC, including CoC Board Seat for lead public child welfare agency.	County (Social Services)	CoC
Child care	The County's access point/housing resource centers help connect families experiencing homelessness with childcare (as do some of our family-specific shelters) through referrals to agencies like BANANAS & 4Cs of Alameda County. Childcare subsidy programs are offered through the County's Social Services Agency through the CalWORKS Stage One program. SSA staff are represented on the CoC Board and in our Outreach, Access, & Coordination Committee to help foster awareness of these resources; the County's OHCC also partners with SSA to run the HSP side of CalWORKS.	County (OHCC, Social Services Agency)	CoC, CBOs
Medi-Cal benefits through Managed Care Plans	County Street Health providers work to connect the unsheltered population to MCP enrollment, as Street Health becomes a	County - Office of Homeless Care and Coordination (OHCC)	CBOs, MCP

CalAIM ECM program. Similarly, CalAIM HCS providers enroll eligible clients in services and then check to see if they are enrolled with an MCP. If not, they enroll them on the backend.

Health Care for the Homeless has weekly collaboration meetings w/ outreach and shelter providers and ensures that they can make effective referrals to our local MCP serving Alameda County.

All Benefits Programs	Housing Navigators at CE Housing Resource Centers assist people experiencing homelessness with mainstream benefits assessment and enrollment at the front door to the homeless system.	County	CBOs, CoC
All Benefits Programs	Through CalAIM Housing Community Supports, and using HHIP funding, Alameda County is piloting expanded legal aid services to help people experiencing homelessness &/or formerly homeless households to secure and/or sustain benefits.	County	MCP, Legal Agency
All Public Benefits	The City contracts with nonprofit agencies to provide supportive services to homeless individuals including conducting needs assessments and connecting residents to public benefits. These services include SSI advocacy.	City	CBOs

Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

Memorandum of Understanding (MOU)

MOU HCSA and City of Oakland_HHAP regional collaboration_1.26.24 Final_HHAP5 rev.ph - 3-15-24(100925.pdf

Supporting Documentation (Optional)

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

2/7/2024

2/15/2024

3/7/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

Stakeholder engagement

Stakeholders

Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process

People with lived experience of homelessness	Invitations to public presentations were shared widely, including with the CoC committees, which all have more than 1/3 membership who are people with lived experience of homelessness.
Youth with lived experience of homelessness	The Youth Action Board (YAB) is supported through the County's Office of Homeless Care and Coordination. A YAB-specific email invite was sent out. In addition, there are YAB members participating in other non-youth focused CoC committees where these feedback sessions were held.
Persons of populations overrepresented in homelessness	Our most over-represented population experiencing homelessness is people who are Black or African American. To address this inequity by ensuring representation in CoC governance, our governance charter includes using the PIT to determine benchmarks for ensuring diversity on our board and committees by recruiting people of color to ensure representation is at or above that which we see in our homeless population. As such, we targeted CoC committee meetings (which all follow this benchmarking) to discuss the Regional Action Plan.
Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders	Our governance charter and committee seating were recently updated to ensure leaders from these partnering systems participate in our CoC structure, including seats on our CoC Board. As such, these partners were invited through their relevant committee meetings, with meeting agendas sent out in advance.
Homeless service and housing providers operating within the region	Invitation to public meetings was shared with a network of hundreds of street outreach providers and other homeless services and housing providers.
Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region	There are 2 MCPs in Alameda County as of January 2024 (the local plan, Alameda Alliance for Health and Kaiser). The local plan already has staff who attend the CoC Board, one of the forums used for stakeholder feedback, but specific emails were sent in January to MCP staff in addition, to ensure they would be attending that day.
Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness	Invitation to public meetings was shared with a network of hundreds of street outreach providers and other homeless services and housing providers.

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

Administrative costs may not exceed 7% of all monies received.

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and

costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in Oakland, Berkeley/Alameda County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

City of Oakland

Funding Plan - City of Oakland

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$3,750,000.00		This funding will continue to support exit pathways for homeless individuals utilizing emergency navigation centers to acquire permanent housing.	RRH improves existing emergency interim shelters funded through HHAP by providing permanent housing solutions. SPM 3 Exits to Permanent Housing.
Prevention and Shelter Diversion	\$750,000.00		This funding will support households at-risk of becoming homeless by providing case management and financial support to keep people housed. It will also provide support for reunification.	Prevention support is essential to decrease the inflow of persons entering into homeless. This intervention will support households who have the ability to maintain

Delivery of Permanent Housing and Innovative Housing Solutions

\$1,000,000.00 \$1,000,000.00

This funding will provide direct financial support by way of cash payments to transitional age youth to help ensure they become and stay housed.

permanent housing but need support to prevent losing their housing. SPM 5 Returns to Homelessness

This supports the delivery of and connection to permanent housing for transitional age youth. Cash payments have successfully demonstrated supporting the transition and retention of homeless households into permanent housing. Due to varying reasons such as lack of job experience and competitiveness in the job market, TAY need financial support to afford and maintain permanent housing while acquiring increased experience and/or higher level education. SPM 3 Exits to Permanent Housing Youth

Operating Subsidies- Permanent Housing

Operating

Subsidies-Interim
Sheltering

Interim Sheltering

\$16,972,787.00 \$2,000,000.00

This funding will continue to support interim interventions stood up through early rounds of HEAP/HHAP. It will also support bringing additional interim shelter beds into the system. Thousands of individuals continue to reside outdoors. These beds will support bringing vulnerable households indoors providing the support and services needed to transition to permanent housing as more permanent housing is developed to house the homeless population.

In response to the review workbook comment: Additional detail is to confirm this is existing interim housing and not new beds in an existing interim shelter which would be newly created interim shelter. This funding plan includes funding to both maintain existing interim shelter beds and add additional interim shelter beds based on a demonstrated need to provide shelter over 6,000 people

The State has a priority to utilize HHAP to maintain and improve existing programs set-up with these funds. There is also a goal to increase permanent housing. Interim Shelter is a critical tool to support the chronically homeless prepare to transition to permanent housing and maintain permanent housing preventing returns to homelessness.

SPM 4 Length of Time Homeless Access to interim shelter beds reduces the amount of time people spend homeless. By connecting people to shelter they are set-up in an environment where they are connected to services and have on-site support to expedite their

Improvements to Existing Emergency Shelter		<p>continuing to live in an unsheltered status. The City and County have demonstrated additional resources aside from HHAP supporting the increase of permanent and permanent supportive housing for the homeless population.</p>	<p>transition from homelessness to permanent housing.</p>
Street Outreach	\$3,698,053.55	<p>HHAP funds will continue to support street outreach services to connect people to shelter including permanent housing opportunities. Street Outreach will also support identifying households residing in vehicles and providing these households with connections to shelter including permanent housing.</p>	<p>Street outreach services have identified an increasing number of individuals living in their vehicles. This funding aligns with the State's priorities by providing support services to these households and connecting these households to shelter including permanent housing. Continued street outreach will create the link to permanent housing.</p> <p>SPM 6 Successful Placements from Street</p>

Outreach

Services
Coordination

Systems Support

\$284,465.67

This funding will help support systems planning and implementation by collecting and analyzing qualitative data and supporting small emerging organizations. It will evaluate exits to permanent housing and recidivism. It will also evaluate length of stay and support needed and service enhancements to decrease length of stay in programs.

Qualitative data is equally important as quantitative data to inform system planning this funding will also expand the capacity of the system to support the homeless population in Oakland. This type of support is directly tied to improving outcomes around permanent housing connections and reducing recidivism by providing critical information on what is going well and what challenges are currently impacting the system. The information we will gain will allow us to better understand how our system is performing, who is moving in to permanent housing, who is maintaining permanent housing, and why. This will

then inform decision making to improve programming and permanent housing outcomes.

SPM 1a,1b,and 2
SPM 6
outcomes from outreach
SPM 4 length of time homeless
SPM 3 Exits to PH

HMIS

Administrative Costs

\$1,991,259.61

Admin funds will support City of Oakland homeless services staff as well as overhead expenses

Administrative expenses are necessary to administer grants, complete reporting requirements and do the required subcontracting to get these funds into the community. These funds are critical to ensure quality staff are available to ensure existing interventions continue and the development of permanent housing is supported. SPM 3 Exits to PH
SPM 1-2 - measures

Total HHAP-5 Dollars Budgeted: \$28,446,565.83	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$3,000,000.00
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Youth Set-Aside Minimum

\$2,844,656.58

HMIS Maximum

\$284,465.66

Administrative Maximum

\$1,991,259.61

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

Yes

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Demonstration of Dedicated, Sufficient Resources for Permanent Housing

In order to use HHAP-5 resources to fund new interim housing solutions, the region must demonstrate that they have dedicated sufficient resources from other sources to long-term permanent housing solutions, including capital and operating costs. (HSC § 50236(c).)

In reviewing whether a region has dedicated sufficient resources from other sources to long term permanent housing solutions, Cal ICH will evaluate financial resources and policy actions related to reducing and ending homelessness.

Applicants must respond to this section **when** they have responded “Yes” to either of the questions under “New interim Housing Certification”. At a minimum, this section must reflect all Eligible Applicants in the region where the Eligible Applicant is proposing to fund new interim housing.

1. Identify Region and all Eligible Applicants in the Region.
2. Provide required metrics and narrative under “Status of Financial Resources”
3. Complete the five tables under “Status of Policy Actions
4. Provide required metrics and narrative under “Demonstrated Need”

The region must respond to all of the below prompts.

single County CoC and LA region

Status of Financial Resources - Oakland, Berkeley/Alameda County CoC Region

Guidance:

Per HSC section 50230(v) "region" means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

For Single County CoCs and the LA region: the application is already aligned with the "region" definition. Therefore, the first two metrics will exactly reflect the information in "[Plan to Utilize Local, State, and Federal Funds to End Homelessness](#)" above. In the Cognito Form, the first two metrics will automatically populate from the information provided. The applicant will need to provide the "Percent dedicated to interim housing solutions" and describe the impact the proposed uses of HHAP-5 dollars would have on the percentages dedicted to permanent housing and interim housing.

Total amount of funds the region is using from its available federal, state, and local dollars to prevent and end homelessness as described in the Action Plan Section: Utilization of Local, State and Federal Funds to End Homelessness:

Total \$ available for homelessness
\$1,160,322,869.62

Percent of the above that is dedicated to permanent housing solutions
74.31%

Percent of the above that is dedicated to interim housing solutions
15.08%

Describe the impact your proposed use(s) of HHAP-5 dollars would have on the above percentages.

H-5 impact

The percentage of funding dedicated to permanent housing would slightly decrease, however it would remain within 74% of the total funding available with a percentage of 73.92%

Status of Policy Actions

Provide a status update for each Eligible Applicant in the region on the following policy actions related to reducing and ending homelessness.

Per HSC section 50230(v) "region" means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

Each of the following tables must be fully filled out for **every** Eligible Applicant in the Region.

Housing Element

Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	Provide a timeline of plans to submit revisions to HCD and request technical assistance to address remaining issues
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City of Oakland	Yes	
County of Alameda	No	The County's Housing Element is not yet in compliance. Comments came back from State HCD on January 4, 2024 and our Planning Department is working now to address those. UPDATE: (Please note that the County agency that administers HHAP has no relationship/reporting structure to the Community Development Agency that is responsible for the County's Housing Element which only pertains to the Unincorporated areas of the County, not countywide. We're happy to continue requesting updates from that agency but believe State HCD is the other party working with them and in receipt of this information directly. Per the last update, the 2nd draft of the Housing Element was submitted 5/10/24 to State HCD with significant changes from Draft 1. A published and resubmitted draft went back to State HCD 6/28/24 with a second anticipated official comment letter 7/10/24. We expect to be in substantial compliance with this next letter.

Prohousing Designation

Eligible Applicant	Current Prohousing Designation Status	If applicable, identify Prohousing policies that this Eligible Applicant has adopted or plans to adopt in the future.
City of Oakland	has been designated Prohousing	
County of Alameda	plans to apply for Prohousing Designation	The County does not currently have a prohousing designation, but Policy 3.8 in the Draft Housing Element commits to pursuing the designation

USICH Seven Principles for Addressing Encampments

Eligible Applicant	Does the Eligible Applicant have a current practice or commitment to follow the Seven Principles?
City of Oakland	Has made an active commitment to follow the Seven Principles
Alameda County	Has made an active commitment to follow the Seven Principles

Housing Law Violations

Eligible Applicant	Does this Eligible	Provide a plan to resolve issues or plans to request technical assistance to address remaining issues.
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Applicant have any outstanding housing law violations with HCD's housing accountability unit or the Attorney General's Office?

City of Oakland	No
Alameda County	No

Surplus Land

Eligible Applicant	Current Practice or Commitment
City of Oakland	Has a current practice of identifying local surplus land for housing
Alameda County	Has a current practice of identifying local surplus land for housing

Demonstrated Need

Additionally, consistent with previous rounds of HHAP, interim sheltering is limited to clinically enhanced congregate shelters, new or existing non-congregate shelters, and operation costs of existing navigation centers and shelters based on demonstrated need. Demonstrated need for purposes of this paragraph shall be based on the following:

1. The number of available shelter beds in the city, county, or region served by a continuum of care
2. The number of people experiencing unsheltered homelessness in the homeless point-in-time count
3. Percentage of exits from emergency shelters to permanent housing solutions
4. A plan to connect residents to permanent housing.

The number of available shelter beds in the geographic area served by City of Oakland
3693

The number of people experiencing unsheltered homelessness in the homeless point-in-time count
7,135

Percentage of exits from emergency shelters to permanent housing solutions
19.40%

A plan to connect residents to permanent housing.

All HHAP funded programs ensure program participants are connected to the Coordinated Entry System (CE). This ensures that through the CE process, residents are screened and assessed for permanent housing options they are eligible for. Our current assessment and prioritization model includes looking at

housing barriers and vulnerabilities for those residing in shelters as well as for those in encampments, to ensure PH resources are accessible regardless of whether someone chooses to come inside (and to not create disincentives for taking an offer of shelter). Some interim housing models (e.g., navigation centers) also include housing navigators on staff that help develop individual housing plans for residents. Our county is currently exploring more explicit pairing of housing navigation services through Housing Community Supports with designated shelter sites to enroll more people into this program and ensure exits at sites where we see issues with shelter flow.

Administrative Entity 2

Which Administrative Entity is submitting the below budget?

Alameda County

Funding Plan - Alameda County

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$276,232.00	\$254,000.00	Our YHDP grant has allowed us to build out a Joint TH/RRH component for TAY, but it requires match funding and there are further opportunities to expand RRH slots through this program. The RRH component uses a Housing First and Harm Reduction model and includes leasing costs, rental assistance, supportive services (to assist in finding a unit and to provide case management/wrap around services to ensure eventual independence in the client taking over the lease and maintaining their housing), and program operating costs. The RRH component may	RRH is an important permanent housing pathway for many, including unsheltered and TAY populations. With additional resources, RRH programs can help transition people into permanent, stable housing quickly. It also provides case management supports and a titrated approach to rental assistance to allow time to develop and execute Housing Plans to ensure participants can exceed in permanent housing after

work with Youth who are residing in transitional/emergency/crisis housing, while staff work with participants to move them to permanent housing on their own timelines, or participants can go directly into RRH. RRH generally references scattered-site apartments, with leases held in the participants name, as they work to take over their full portion of the rent. RRH subsidies are available up to 24 months. Remaining funds will support City of Albany's existing RRH program with capacity to serve approx. 5-6 households at a time, using Housing First principles and a Harm Reduction model. The program houses people in scattered-site apartments, with funds applied to rental assistance and incentives to landlords in the private market (such as security deposits and holding fees), and case management services. Rental assistance is provided for short term (up to 3 months) and medium term (3-12 months) subsidies.

rental assistance ends. (see SPM #3, #4)

Prevention and Shelter Diversion

\$4,292,653.00 \$544,134.00

HHAP diversion funds are a critical part of our CE/Housing Resource Center strategy for reconnecting PEH to permanent housing and other resources they're eligible for. Housing Problem Solving/diversion services first attempt to quickly rehouse people before enrolling them in Coordinated Entry for access to other housing resources that generally take longer to be made available. These funds ensure support for 14 access points at the front door of the system, in all regions of the county, and include access points for special populations including TAY and gender-based violence. Staff provide Housing Problem Solving (including light-touch financial assistance) to help people get housed, and if unable to quickly connect to housing, then they screen, and assess people for access to other PH resources.

Housing Problem Solving and diversion (with light-touch flex funds) is critical to quickly resolve episodes of homelessness and connect people to permanent housing w/o more costly interventions. The network of 14 access points is both physical and virtual, meaning that unsheltered households can receive services at their location- particularly important for connecting unsheltered households to perm. Housing. (See SPM #1a, 1b, 4)

Delivery of Permanent Housing and Innovative

\$11,141,333.00

This funding will support perm. housing programs, including Rental

All of these programs support people accessing

Housing Solutions

Assistance & Landlord Engagement (RALE), a repackaged program providing rental assistance & landlord support in the private market for tenant-based rental subsidy holders; our Housing Assistance Fund which is a centralized fund available to anyone in our system who needs to access additional resources to move into housing, incl. security deposits, utility start-up, and furniture; housing deposit funds for housing navigation clients who we aren't able to bill MCPs through CalAIM; and housing services (navigation & tenancy sustaining services) to help obtain & maintain perm. housing.

permanent housing through both financial assistance and supportive services, including support to landlords. These funds are braided with other funds to help make these programs accessible to a larger number of people and including both sheltered and unsheltered populations. (See SPM #3, 5)

Operating Subsidies- Permanent Housing

\$520,635.46

Funds will support our newly implemented Local Housing Support Program- a pool receiving funds from available sources (currently HHIP, HDAP, and HHAP in the future) made available to qualifying housing developers/projects who are developing projects that have funding

Subsidizing operating costs for housing projects allows those projects to designate units for households experiencing homelessness . So many projects have operating gaps- this funding helps leverage other funding

commitments but need operating subsidies to complete the funding and bring the project online. Funds from this pool will ensure units are homeless designated and will receive referrals through CE. Funds will also support the Vineyard project in the City of Livermore- which currently receives operating funds from prior rounds of HHAP for its PSH units.

opportunities to bring additional permanent housing units into the homeless system that can serve unsheltered populations.
(See SPM #3)

Operating Subsidies-Interim Sheltering	\$0.00			
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Interim Sheltering	\$6,429,312.00	\$1,200,000.00	HHAP funds will continue to support regional interim housing needs identified in earlier rounds of HHAP (and in some cases started by HEAP). Each city (except Oakland who has its own HHAP grant) is given an allocation of HHAP funds based on the PIT Count, that is used to support projects in the region including emergency shelter, navigation centers, safe parking, etc. Youth funds will support the almost completed Hayward Navigation Center/Tiny Homes project coming	While we work toward increasing permanent housing opportunities which involve many contingencies, interim housing continues to be a strong need for the high % of unsheltered in Alameda County (67% unsheltered, down from 73% in the PIT Count prior). Our Home Together 2026 Community Plan calls for a surge in shelter over 2-3 years if permanent
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online this year. Some funding set aside for Phase 2 will be available for future IH needs as they are identified in the out years to address unsheltered homelessness.

housing is brought online in parallel at the rate called for in the Plan, at which point not all shelter sites would need to stay active. In the meantime, interim housing staff help connect people to Coordinated Entry and perm. housing opportunities. While prioritization for perm. housing isn't based on whether someone resides in interim housing, best practices show that it's much easier to locate and work w/ someone on a housing plan and document readiness to access perm. housing opportunities when they are in a consistent sheltered situation. Many interim housing programs also include line items for flex funds to help people exit to perm. housing once an opportunity is identified. (SPM #1b)

Improvements to

\$0.00

Existing Emergency Shelter

Street Outreach	\$1,258,804.00	HHAP funds will continue to support our countywide street health outreach teams who cover every census tract in the region, providing outreach and engagement to attend to basic needs; health services including medical assessments and triage, diagnosis & treatment, immunizations & health education; and housing services including CE assessment, housing problem solving, connecting to available resources, and housing navigation.	Given the large number of unsheltered people in Alameda County, our multidisciplinary street health teams are critical to ensuring we can bring the front door of the system to this population, providing access to resources through Coordinated Entry, including permanent housing and sheltering options since PH isn't available for everyone. (SPM #1b, 6)
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Services Coordination \$0.00

Systems Support	\$2,327,374.25 \$751,878.00	Funds are proposed to sustain HMIS sys admin work tied to more perm. housing programs coming online, systems work including managing our pipeline of permanent housing projects and service commitments, CE data analysis for the CoC on how effectively people can access	These system support activities are the connective tissue that allows systems like HMIS, CE and the YAB to ensure functional and effective systems to connect people to permanent housing. Without these
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permanent housing resources, and stipends for people with lived experience participating in our CoC structure to guide policy on accessing permanent housing. Youth system funds will continue support for the Youth Action Board and for the County's Youth Services Coordinator to continue developing and implementing TAY priorities for housing resources.

supports, we wouldn't have data on housing inventory, access and referral, and youth and PLE voices guiding our priorities for housing resources. (SPM #1a, 3)

HMIS	\$250,000.00	Our HMIS costs continue to grow- as our system expands to bring in new agencies and providers. Increased number of licenses (over 900), and increased license cost, plus analytical staff needed to meet State reporting requirements.	A well-resourced HMIS is a necessity to meet State AB977 and related reporting goals.
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Administrative Costs	\$1,000,757.00	Admin funds will support County OHCC staff plus our Agency overheads/indirect costs associated with HHAP grant management at 3.6% of our allocation.	Administrative expenses are necessary to administer grants and do the required subcontracting to get these funds into the community.
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Total HHAP-5 Dollars Budgeted: \$27,497,100.71	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$2,750,012.00
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Youth Set-Aside Minimum

\$2,749,710.07

HMIS Maximum

\$274,971.01

Administrative Maximum

\$1,924,797.05

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

Yes

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Demonstration of Dedicated, Sufficient Resources for Permanent Housing

In order to use HHAP-5 resources to fund new interim housing solutions, the region must demonstrate that they have dedicated sufficient resources from other sources to long-term permanent housing solutions, including capital and operating costs. (HSC § 50236(c).)

In reviewing whether a region has dedicated sufficient resources from other sources to long term permanent housing solutions, Cal ICH will evaluate financial resources and policy actions related to reducing and ending homelessness.

Applicants must respond to this section **when** they have responded “Yes” to either of the questions under “New interim Housing Certification”. At a minimum, this section must reflect all Eligible Applicants in the region where the Eligible Applicant is proposing to fund new interim housing.

5. Identify Region and all Eligible Applicants in the Region.
6. Provide required metrics and narrative under “Status of Financial Resources”
7. Complete the five tables under “Status of Policy Actions
8. Provide required metrics and narrative under “Demonstrated Need”

The region must respond to all of the below prompts.

single County CoC and LA region

Status of Financial Resources - Oakland, Berkeley/Alameda County CoC Region

Guidance:

Per HSC section 50230(v) “region” means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

For Single County CoCs and the LA region: the application is already aligned with the “region” definition.

Therefore, the first two metrics will exactly reflect the information in [“Plan to Utilize Local, State, and Federal Funds to End Homelessness”](#) above. In the Cognito Form, the first two metrics will automatically populate from the information provided. The applicant will need to provide the “Percent dedicated to interim housing solutions” and describe the impact the proposed uses of HHAP-5 dollars would have on the percentages dedicated to permanent housing and interim housing.

Total amount of funds the region is using from its available federal, state, and local dollars to prevent and end homelessness as described in the Action Plan Section: Utilization of Local, State and Federal Funds to End Homelessness:

Total \$ available for homelessness
\$1,160,322,869.62

Percent of the above that is dedicated to permanent housing solutions
74.31%

Percent of the above that is dedicated to interim housing solutions
15.08%

Describe the impact your proposed use(s) of HHAP-5 dollars would have on the above percentages.

H-5 impact

As demonstrated in our proposed budget, 59% of funds are budgeted in categories that support permanent housing, followed by over 23% for interim housing, 13% for systems/services, and the remaining on admin. This funding would continue to reinforce that more than half of our system’s homeless funds go toward permanent housing and related activities to ensure people can move into and maintain that housing. However, for as long as we continue to have a high number of unsheltered people in our community, some level of funding is necessary to ensure interim housing/crisis response resources and connective services to help people access them. Use of HHAP Round 5 funds will continue to keep the focus on activities that support permanent housing well over the 50% threshold (at approximately 82%).

Status of Policy Actions

Provide a status update for each Eligible Applicant in the region on the following policy actions related to reducing and ending homelessness.

Per HSC section 50230(v) “region” means the geographic area served by a county, including all cities and continuum of care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

Each of the following tables must be fully filled out for **every** Eligible Applicant in the Region.

Housing Element

Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	Provide a timeline of plans to submit revisions to HCD and request technical assistance to address remaining issues
County of Alameda	No	The County’s Housing Element is not yet in

compliance. Comments came back from State HCD on January 4, 2024 and our Planning Department is working now to address those. UPDATE: (Please note that the County agency that administers HHAP has no relationship/reporting structure to the Community Development Agency that is responsible for the County's Housing Element which only pertains to the Unincorporated areas of the County, not countywide. We're happy to continue requesting updates from that agency but believe State HCD is the other party working with them and in receipt of this information directly. Per the last update, the 2nd draft of the Housing Element was submitted 5/10/24 to State HCD with significant changes from Draft 1. A published and resubmitted draft went back to State HCD 6/28/24 with a second anticipated official comment letter 7/10/24. We expect to be in substantial compliance with this next letter.

City of Oakland

Yes

Prohousing Designation

Eligible Applicant	Current Prohousing Designation Status	If applicable, identify Prohousing policies that this Eligible Applicant has adopted or plans to adopt in the future.
County of Alameda	plans to apply for Prohousing Designation	The County does not currently have a prohousing designation, but Policy 3.8 in the Draft Housing Element commits to pursuing the designation
City of Oakland	has been designated Prohousing	

USICH Seven Principles for Addressing Encampments

Eligible Applicant	Does the Eligible Applicant have a current practice or commitment to follow the Seven Principles?
Alameda County	Has made an active commitment to follow the Seven Principles
City of Oakland	Has made an active commitment to follow the Seven Principles

Housing Law Violations

Eligible Applicant	Does this Eligible Applicant have any	Provide a plan to resolve issues or plans to request technical assistance to address remaining issues.

outstanding housing law violations with HCD's housing accountability unit or the Attorney General's Office?

Alameda County	No
City of Oakland	No

Surplus Land

Eligible Applicant	Current Practice or Commitment
Alameda County	Has a current practice of identifying local surplus land for housing
City of Oakland	Has a current practice of identifying local surplus land for housing

Demonstrated Need

Additionally, consistent with previous rounds of HHAP, interim sheltering is limited to clinically enhanced congregate shelters, new or existing non-congregate shelters, and operation costs of existing navigation centers and shelters based on demonstrated need. Demonstrated need for purposes of this paragraph shall be based on the following:

5. The number of available shelter beds in the city, county, or region served by a continuum of care
6. The number of people experiencing unsheltered homelessness in the homeless point-in-time count
7. Percentage of exits from emergency shelters to permanent housing solutions
8. A plan to connect residents to permanent housing.

The number of available shelter beds in the geographic area served by Alameda County
3,693

The number of people experiencing unsheltered homelessness in the homeless point-in-time count
7,135

Percentage of exits from emergency shelters to permanent housing solutions
19.40%

A plan to connect residents to permanent housing.

All HHAP funded programs ensure program participants are connected to the Coordinated Entry System (CE). This ensures that through the CE process, residents are screened and assessed for permanent housing options they are eligible for. Our current assessment and prioritization model includes looking at housing barriers and vulnerabilities for those residing in shelters as well as for those in encampments, to ensure PH resources are accessible regardless of whether someone chooses to come inside (and to not

create disincentives for taking an offer of shelter). Some interim housing models (e.g., navigation centers) also include housing navigators on staff that help develop individual housing plans for residents. Our county is currently exploring more explicit pairing of housing navigation services through Housing Community Supports with designated shelter sites to enroll more people into this program and ensure exits at sites where we see issues with shelter flow.

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant
City of Oakland

Certification City of Oakland

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

C'Mone Falls

Phone

(510) 238-6186

Email

cfalls@oaklandca.gov

Participating Eligible Applicant 2

Participating Eligible Applicant
Alameda County

Certification Alameda County

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Suzanne Warner

Phone

(510) 406-9376

Email

swarner@acgov.org