



# MAKE THE SHIFT: EVERYONE HOME



**EveryOneHome**  
Ending Homelessness  
in Alameda County



SYSTEM SHIFT:  
BECOMING A HOUSING  
CRISIS RESPONSE SYSTEM

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**VISION:** All people living in Alameda County have a safe supportive permanent home.



**APPROACH:** Identify and mobilize every personal, familial, community or public resource available to resolve housing crises.

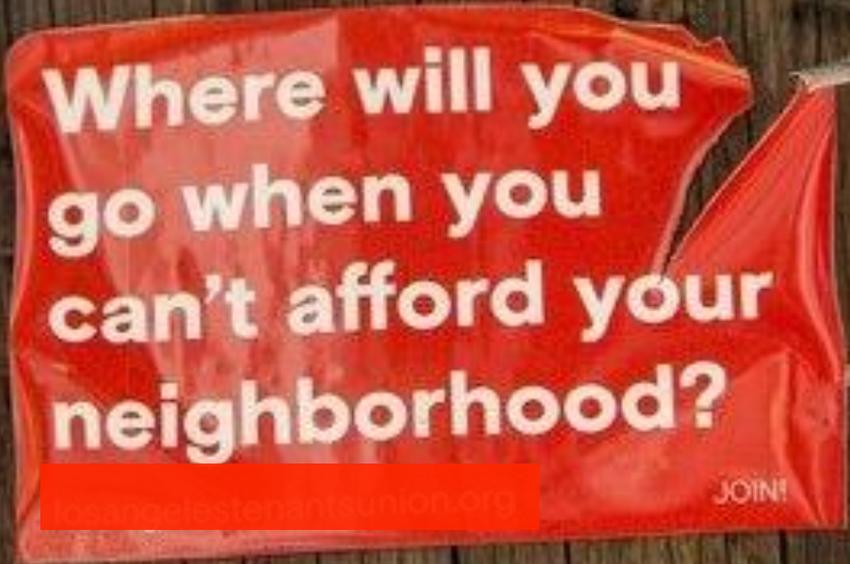


**SYSTEM SHIFT:** Build a coordinated Housing Crisis Response System, using a single Coordinated Entry process, that acts urgently to prevent or end housing crises for as many people as possible, across all regions of the County.



# SYSTEM SHIFT: THE HOUSING CRISIS

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A red banner with white text is pinned to a wooden wall. The text on the banner reads: "Where will you go when you can't afford your neighborhood?". Below the main text, there is a red rectangular area that has been blurred out. In the bottom right corner of the banner, the word "JOINT" is visible in white capital letters. The banner is secured to the wall with several black metal fasteners.

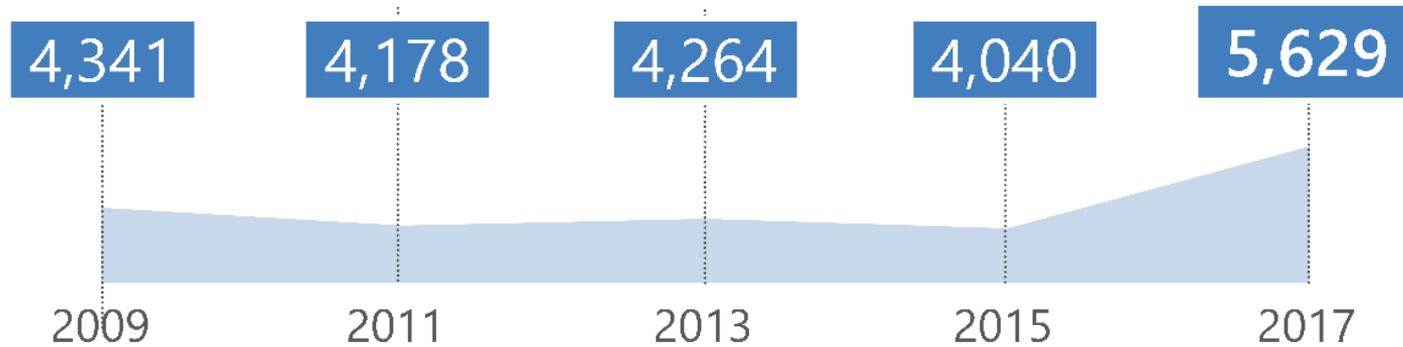
Where will you  
go when you  
can't afford your  
neighborhood?

JOINT

“People have come to understand that this is a crisis, and we need to treat it as such and address it accordingly.” *-California Assemblyman Richard Bloom*

# Homelessness in Alameda County 2017

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# Homelessness: A Crisis of Housing Affordability

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- More than half of respondents (58%) said that economic hardship was the primary cause of their homelessness
- Rental assistance (48%) and employment assistance (36%) were the top two answers to what might have prevented their homelessness
- Since 2015, rents in Alameda County have increased by 25% while median household income increased only 5%
- Alameda County has also lost 74% of its state and federal funding for affordable housing production, creating a dire shortage of units



SYSTEM SHIFT:

HOUSING CRISIS RESPONSE  
SYSTEM

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“Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.” *-Opening Doors, Federal Strategic Plan*

# What is a HOUSING CRISIS RESPONSE SYSTEM?

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The Housing Crisis Response System is Alameda County's **overall system of services and housing programs**, coordinated to end homelessness and respond to this unprecedented housing crisis.

It is designed to operate on both the **client-level and the systems-level**: directly supporting people in crisis and mobilizing communities across the County to analyze and activate all resources available to support a community's housing needs.

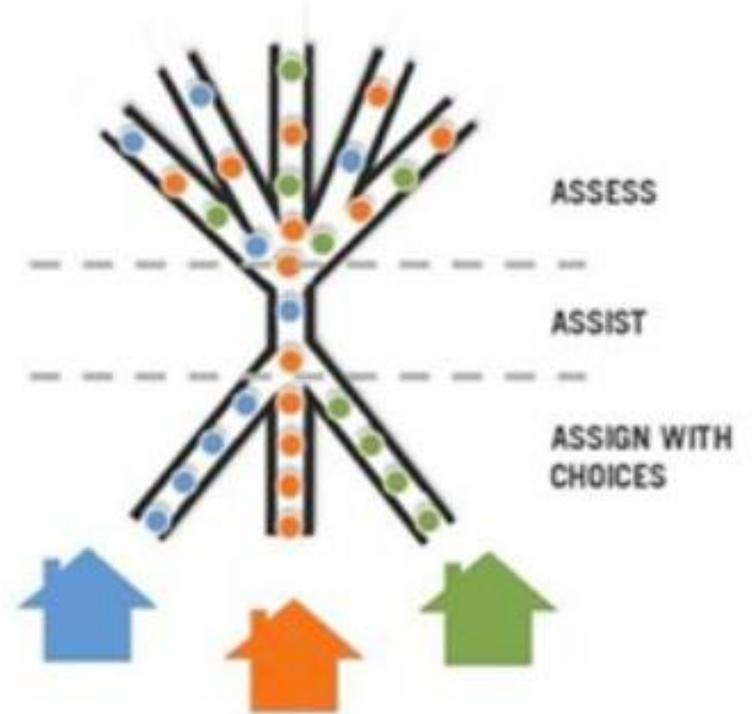
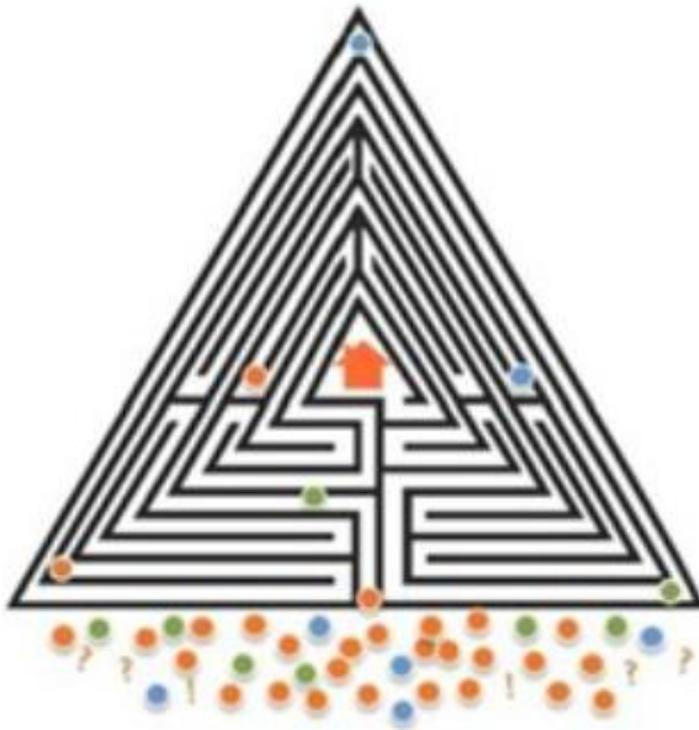
# From CONFUSION

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# To COORDINATION

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# Housing Crisis Response: SYSTEMS THAT WORK

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1. **Shared goals** to aim for
2. **Coordinated strategies** to achieve the goals
3. **Data** to measure success, failure, and opportunities for change
4. **Decision-making structure** to direct resources and correct course

# Housing Crisis Response System: BENEFITS

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1. Every part of the system is **focused on housing**
2. System has clear **client rights**: confidentiality, reasonable accommodation, grievance
3. Targets limited resources to **highest needs**
4. Reduces **duplication of effort** clients and providers
5. Improves **system data** on needs, gaps and performance
6. Helps to **ORGANIZE** and **ADVOCATE!**



SYSTEM SHIFT:  
COORDINATED ENTRY

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# COORDINATED ENTRY in a Coordinated System

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Coordinated Entry is the **central organizing** feature of the Housing Crisis Response System



ACCESS POINTS : 2-1-1 • HOUSING WORKSHOPS • OUTREACH • HOUSING RESOURCE CENTERS

# COORDINATED ENTRY

STANDARD PROCESS : PROBLEM SOLVE • REFER • ASSESS • PRIORITIZE • MATCH

## REFERRED SERVICES & HOUSING PROGRAMS

- 211 Information & Referral
- Housing Workshops
- Homelessness Prevention
- Financial Support
- Health, Social & Legal Services
- In-home Support Services
- Housing Navigation Services
- Domestic Violence Shelters
- Navigation Centers
- Winter & Warming Shelters
- Affordable Housing

## MATCHED SERVICES & HOUSING PROGRAMS

- Homelessness Prevention Services
- One-time Financial Support
- Housing Navigation Services
- Shelter & Transitional Housing
- Time-limited Rent Support
- On-going Rent Support
- Permanent Supportive Housing
- Tenant Support Services
- Substance Use Treatment Services
- SSI Advocacy Services
- Affordable Housing

## PRIVATE MARKET HOUSING

- Housed with Time-limited Support
- Housed with On-going Support
- Housed with Landlord Assistance
- Housed with Landlord Incentives
- Housed on own
- Housed with other support
- Housed w/ friends or family
- Housed in another community

# ALAMEDA COUNTY'S HOUSING CRISIS RESPONSE SYSTEM

# COORDINATED for All

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- Coordinated Entry is a **simple way** for people to know about the help available to them.
- It is an **accessible process** to quickly identify, assess, prioritize, and connect people in crisis to housing and assistance.
- It **prioritizes** people for housing and services in a fair and equitable way, matching the people with the highest needs to the right resources.

# COORDINATED with Data

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- Coordination is supported by a real-time, **shared data** system.
- Data helps us improve individual **care** and system **performance**.
- **Knowledge** is **power**!

# COORDINATED with Funding

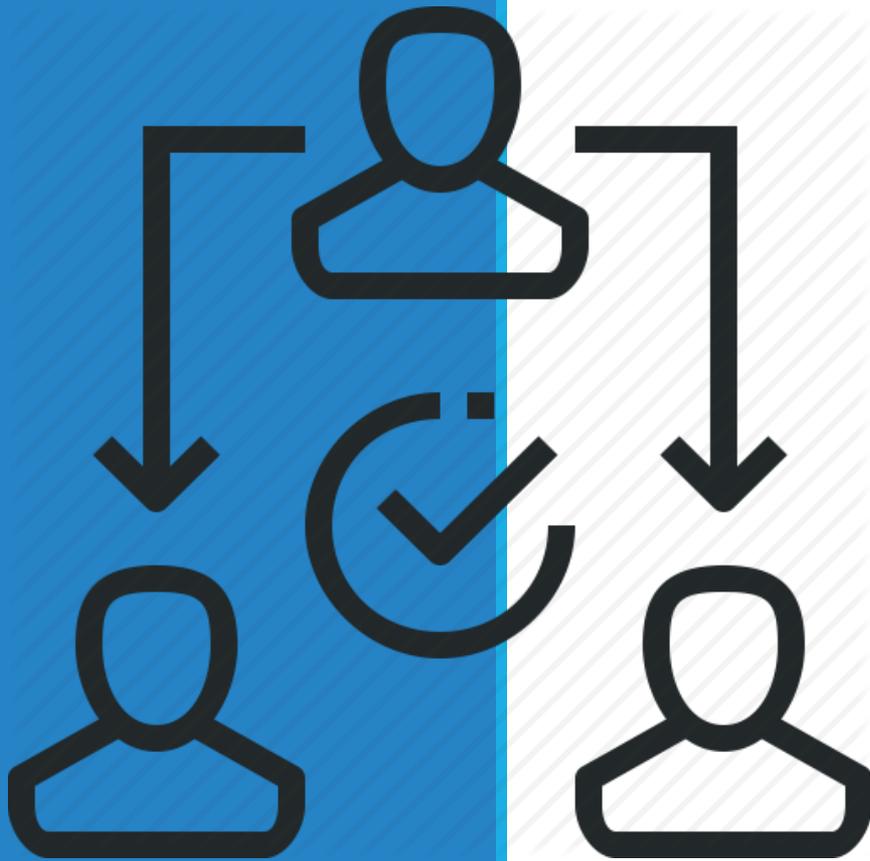
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- **HUD** has offered funding to all communities to implement Coordinated Entry as their method for distributing homeless resources by January 2018.
- **Local funders** also require that all dedicated homeless resources be accessed through Coordinated Entry. (Cities, County Health Care Services Agency, County Housing and Community Development)

# Coordinated Entry: STANDARD PROCESS

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- Access
- Safety & Housing Crisis Screening
- Housing Problem Solving
- Assessment
- Prioritization
- Matching



# Safety & Housing Crisis Screening

An immediate **Safety Screening** identifies any crisis health or safety needs and ensures an immediate connection to the appropriate emergency response.

A brief **Housing Crisis Screening** confirms that the household lives in Alameda County, and whether they are homeless or at risk of homelessness.



# Housing Problem Solving

**Housing Problem Solving** conversations help all households identify and mobilize safe shelter and housing options within their own support networks when possible. There are not enough temporary or permanent resources in the Housing Crisis Response System to shelter or house everyone.

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# Assessment

For homeless households unable to find safe housing through Housing Problem Solving, an **Assessment** is conducted to understand their needs and determine if they are eligible for housing or homeless resources. **Assessments are responsive**: conducted on outreach, in-person, by phone, and are updated as circumstances change.



# Prioritization

**Prioritization** is a continuous and dynamic process that ranks households in order of priority for housing assistance.

Homeless history, housing barriers, and health vulnerability are strongly weighted and will receive the highest scores.

As opposed to a first come-first served waitlist, dynamic prioritization means that a person's **position on the list may change** frequently depending on their circumstances and those of others in need.



## Matching

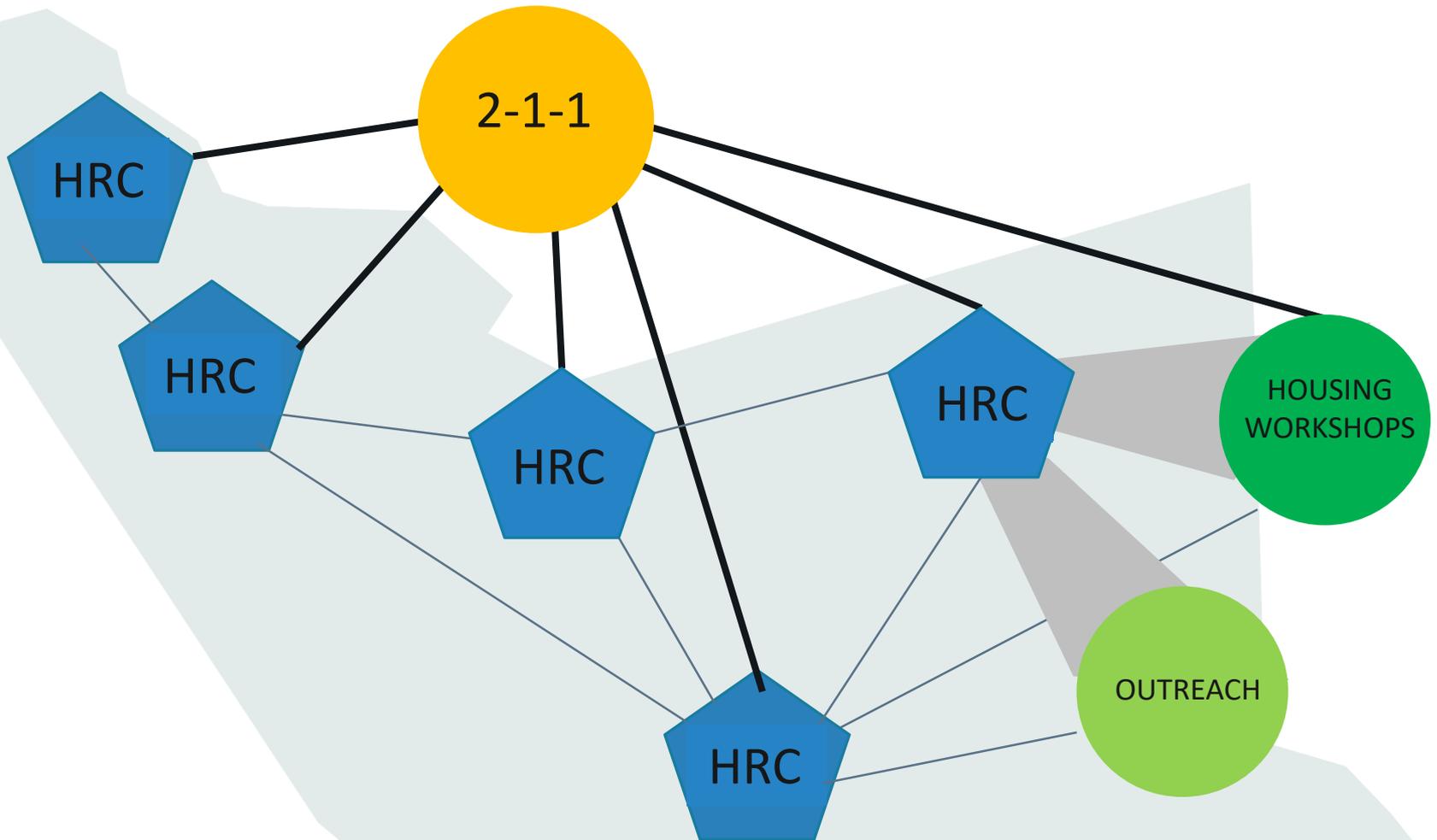
**Matching** assures any available housing resources are offered to eligible households in order of highest priority.

# Coordinated Entry: ACCESS POINTS

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In Alameda County, the Coordinated Entry process is conducted through a hub and spoke model of access: **211, Housing Resource Centers, Housing Workshops,** and **Outreach** offer a combination of virtual and in-person services.

# ACCESS POINTS & HOUSING RESOURCE CENTERS



SCREEN + ASSESS + PROBLEM SOLVE + PRIORITIZE + REFER + MATCH

# Access Point: 211

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- **Anyone** experiencing a housing crisis can call 2-1-1
- For many it's the **first step** in seeking housing assistance
- Provides **basic information** about what's available, what's not, and how to access the Housing Crisis Response System
- Focuses on Housing Problem Solving and **immediate action** that a household can take to solve their housing crisis
- Has **extensive referral information** for health, human, legal, and financial services
- **Cannot place people directly into housing programs or services**

# Access Point: 211

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## At Risk:

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Conduct Housing Problem Solving
- Connect to Prevention Resources
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services

## Homeless:

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Conduct Housing Problem Solving
- Connect to Housing Workshops and Housing Resource Centers for Assessment
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services

# Access Point: HOUSING WORKSHOPS

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- **Anyone** experiencing a housing crisis can attend the housing workshops
- Offered daily at **convenient locations** across the County
- Provide housing prevention, stability, and search resources through peer support, resource sharing and individual counseling
- **Staffed** by BACS, HRC Assessors, and Legal Service Providers

# Access Point: HOUSING WORKSHOPS

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## At Risk:

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Conduct Housing Problem Solving
- Connect to Prevention Resources
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services

## Homeless:

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Conduct Assessment
- Conduct Housing Problem Solving
- Conduct Housing Navigation for high priority
- Connect to Housing Resource Center
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services

# Access Point: HOUSING RESOURCE CENTERS

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- Focus on “literally homeless” and high need individuals and families
- Housing Resource Centers located across the County
- A diversity of HRCs for families, individuals, and youth
- Not designed as drop-in centers, offer limited phone lines and walk-in hours
- Coordinate closely with Outreach

# Access Point: HOUSING RESOURCE CENTERS

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## At Risk:

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Connect to 2-1-1 for Housing Problem Solving and Prevention Resources
- Conduct Housing Problem Solving
- Connect to Prevention Resources
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services

## Homeless:

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Conduct Assessment
- Conduct Housing Problem Solving
- Connect to Outreach
- Conduct Housing Navigation for high priority
- Match to housing services and programs for high priority
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services

# Access Point: OUTREACH

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- Focus on “literally homeless” and high need individuals and families
- Find people in the community who are experiencing homelessness
- Support high priority homeless to access and navigate the system
- Coordinate closely with Housing Resource Centers

# Access Point: **OUTREACH**

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## **At Risk:**

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Connect to 2-1-1 for Housing Problem Solving and Prevention Resources

## **Homeless:**

- Conduct Safety & Housing Crisis Screening
- Provide basic info on the Housing Crisis Response System, what is and isn't available
- Conduct Assessment
- Connect to Housing Resource Center
- Conduct Housing Problem Solving
- Support Housing Navigation for high priority
- Support matching to housing services and programs for high priority
- Refer to very limited number of "unmatched" shelter or housing programs
- Refer to health, human, and financial services



SYSTEM SHIFT:  
HOUSING PROBLEM  
SOLVING

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# HOUSING PROBLEM SOLVING

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Coordinated Entry's first objective is to prevent as many people as possible from entering or continuing to experience homelessness by supporting them to mobilize any personal, familial, community or public resource available to them.

# HOUSING PROBLEM SOLVING

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With focused and timely housing problem solving support, many people will find a way to stay in their current situation, some may move in with friends or family, and others may find housing in a more affordable location.

# HOUSING PROBLEM SOLVING

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Housing Problem Solving, whether conducted by a family or individual on their own, or supported by Housing Crisis Response System staff, is how the majority of people will be stably housed after experiencing a housing crisis, and they will not require on-going support from the Housing Crisis Response System.

# DESIRED RESULTS OF HPS

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Temporarily/  
Permanently back  
with friends or family

Return to their own  
residence

Relocating  
permanently to safe  
place out of town

Temporarily  
rehoused as they  
seek/wait for new  
housing

# HPS THAT WORKS

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- **Explores** a household's current housing crisis & is **creative** about housing options and next steps.
- Determines if it's possible to **stay anywhere that's safe**.
- Discusses **every available resource** to stay housed or move directly to other housing.
- Has frank conversations about the **very limited** availability of **shelter** and **subsidized housing**.

# WHO DOES HPS?

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- 211
- Outreach
- Assessors
- Housing Navigators
- Anyone, with time and practice!
- Use the Housing Problem Solving Guide to conduct HPS on your own or with someone in need

# EXAMPLES OF HPS ACTIVITIES

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- Conflict resolution
- Mediation with landlords/friends/family
- Referrals to mainstream benefits and services
- Increasing income
- Limited flexible financial support (e.g. bus ticket, gas card, grocery store gift cards, car repairs, partial utility payments, and/or rental contribution)
- Address client housing histories and barriers (positive references, credit history, rental history and prior evictions, criminal history, outstanding debts, outstanding warrants, pets)
- Reunification or new connection with family/friends for housing
- Explore different housing options (shared housing, out of county housing, etc)

# BENEFITS OF HPS

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1. Puts the client in the drivers seat
2. Focuses on what the individual or family has, not what is lacking
3. Empowering
4. Action-oriented
5. Doesn't over-promise



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