



RECOMMENDATIONS: Homeless Housing, Assistance and Prevention Program (HHAP)

DEVELOPED BY: EveryOne Home Staff

DATE RECOMMENDED: January 21, 2020

OVERVIEW OF HHAP 2020

Eligible Applicants

CoCs, Large Cities, Counties

CoC’s must designate an Administrative Entity

Admin Entity submits application and receives funds

Allocations

At least 8% for youth

Up to 5% for strategic plan, Coordinated Entry, HMIS

Up to 7% administrative costs

	CoC	Oakland	County
Up to 5% systems	\$ 472,497.90	\$ 984,877.41	\$ 440,796.91
Min 8% youth	\$ 755,996.65	\$ 1,575,803.86	\$ 705,275.06
7% Admin	\$ 661,497.06	\$ 1,378,828.37	\$ 617,115.67
Solutions	\$ 7,559,966.46	\$ 15,758,038.55	\$ 7,052,750.57
Total	\$ 9,449,958.07	\$ 19,697,548.19	\$ 8,815,938.21

Timeline

Accepting applications until February 15, 2020

Awards beginning in April

Disbursement within 90 days of application

Funds must be spent by June 30, 2025

Eligible Uses

The HHAP program requires grantees to expend funds on evidence-based solutions that address and prevent homelessness among eligible populations:

1. Rental assistance and rapid rehousing;
2. Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves;



3. Landlord Incentives (including, but not limited to, security deposits and holding fees);
4. Outreach and coordination (which may include access to job programs) to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing;
5. Systems support for activities necessary to create regional partnerships and maintain a homeless services and housing delivery system particularly for vulnerable populations including families and homeless youth;
6. Delivery of permanent housing and innovative housing solutions (such as hotel and motel conversions);
7. Prevention and shelter diversion to permanent housing; and
8. New navigation centers and emergency shelters based on demonstrated need. Demonstrated need for new navigation centers and emergency shelters shall be based on the following:
 - a. The number of available shelter beds in the jurisdiction;
 - b. The shelter vacancy rate in the summer and winter months;
 - c. The percentage of exits from emergency shelters to permanent housing solutions; and
 - d. A plan to connect residents to permanent housing.
9. Mandates that grantees use at least 8 percent of their funds for services specific to the needs of homeless youth.
10. Allowed to use funds for the following:
 - a. Up to 5 percent of an applicant's program allocation may be expended on a strategic homelessness plan and/or infrastructure development to support Coordinated Entry Systems (CES) and Homeless Management Information Systems (HMIS)
 - b. Up to 7 percent of a program allocation may be used for a jurisdiction's administrative costs incurred to administer the funds. This does not include staff costs or other costs directly related to implementing or carrying out activities funded by the program allocation
11. In addition, grantees shall not use HHAP grant program funding to supplant existing local funds for homeless housing, assistance, or prevention.

Monitoring, Documenting, Reporting

- First report due 1/1/2021 and annually thereafter until all funds expended
- Final report due 1/1/2026
- Counties must confirm that 100% of funds have been contractually obligated by May 31, 2023
- CoC and Large Cities confirm that no less than 50% of program funds have been contractually obligated by May 31, 2023. If less than 50% by that date, must meet other requirements.
- 100% of funds must be expended by June 30, 2025



Eligible Use Categories in Budget Forms

Eligible Use Category

Rental Assistance /Rapid Rehousing
Operating Subsidies and Reserves
Landlord Incentives
Outreach and Coordination (including employment)
Systems Support to Create Regional Partnerships
Delivery of Permanent Housing
Prevention and Shelter Diversion to Permanent Housing
New Navigation Centers and Emergency Shelters
Innovative Solutions
Strategic Homelessness Planning (up to 5%)
Infrastructure Development CES or HMIS (up to 5%)
Youth Set-Aside (no less than 8%)
Administrative (up to 7%)

Background for Recommendations on Use of Funds

EveryOne Home, as the Lead Agency for the Berkeley/Oakland/Alameda County Continuum of Care and the collective impact backbone organization, conducts performance monitoring, analysis, and planning to end homelessness in Alameda County. EveryOne Home also conducts the local process for the NOFA for HUD Continuum of Care funds and the biannual Homeless Point-in-Time Count. In order to formulate a recommendation to the HUD CoC Committee, staff considered the following:

2018 Strategic Plan Update: In 2018, EveryOne Home released the Strategic Update to the Plan to End Homelessness. The plan identified that inflow into homelessness was greater than exits from homelessness and that for every 2 people becoming homeless only 1 returns to housing. This rate of increase was confirmed soon after by the 2019 Point-in-Time Count, that showed a 43% increase in homelessness across Alameda County from 2017-2019. And according to the last quarter report from the Results Based Accountability committee, the rate continues to increase, with 3 people now becoming homeless for every 1 person returning to housing.



System Modeling and Pathways Design: Started in October 2019, EveryOne Home with technical assistance from Abt Associates, is facilitating a community process for housing crisis response system modeling which will lead to a model of the optimal housing crisis response system in Alameda County with specific crisis and housing inventory recommendations. HUD expects that the cities, county, and other stakeholders are coordinating closely to design and implement an optimal system that will both address the crisis needs of people experiencing homelessness as well as their permanent housing needs. HUD also expects that the community's stakeholders will use the optimal model developed through the system planning process to guide strategic funding decisions for existing and new federal, state, and local resources. Working groups are in progress, however preliminary themes are emerging:

- All new funding should have an intentional linkage of crisis response with housing exit resources and services needed to assist people to identify and stabilize in housing.
- Housing and services programs should be adequately resourced and trained to be able to house people from unsheltered locations. A key implementation challenge is developing community structures to contract, train and monitor program delivery to ensure fidelity to the program models.
- The most critical resource and inventory gap is dedicated affordable housing for extremely low-income households and permanent supportive housing when needed.
- Diversion/housing problem solving/rapid exit interventions are appropriate for percentage of the households experiencing homelessness, including imminently homeless households most likely to become homeless. With only very limited resources for diversion/housing problem solving/rapid exit, there is a significant gap between the current and ideal housing crisis response system and coordinated entry infrastructure to provide and monitor diversion/housing problem solving/rapid exit services.
- Diversion/housing problem solving/rapid exits and rapid rehousing are appropriate for some households experiencing homelessness but should also be backstopped with deeper resources such as dedicated affordable housing or permanent supportive housing if the rapid exit or rapid rehousing solution isn't stable in the long-term.

Coordinated Entry Evaluation: System Coordination Committee directed EveryOne Home staff, in coordination with the Results Based Accountability Committee, to complete the first annual evaluation of Coordinated Entry. The evaluation fulfilled the requirements laid out in the Coordinated Entry Management and Data Guide published by HUD in October 2018. The evaluation illuminated where the coordinated entry system and the housing crisis response system is working well and where it warrants improvement, as well as enhancements to be developed. According to the evaluation:

Areas of coordinated entry that are working well and should be expanded upon:

- Staff are respectful, helpful, and trustworthy in the services they provide to people experiencing homelessness.



- Investments in problem solving, flexible funds for homelessness and prevention, housing navigation, and tenancy sustaining resources.
- Prioritization framework is working well to identify the most vulnerable households across household compositions, veterans, transition aged youth, seniors, race, and ethnicity.
- Areas of growth and improvement in the past year, including increased language access, walk in hours and direct telephone access to housing resource centers, and more unified policies for rapid re-housing programs.

Improving coordinated entry involves:

- Cultivating trustworthy and knowledgeable front-line staff who can accompany a homeless household through the process. This involves developing consistent messaging to be used across all providers, as well as enhancing training opportunities, expanding HMIS access and adoption, setting realistic caseloads and retaining staff.
- Assisting all people who are experiencing homelessness, not just the highest need households, by increasing staff capacity both in terms of training and caseload to support problem solving conversations.
- Providing participants with inventory-based, real time information about their prioritization score, likelihood of being matched and referred to resources, as well as the crisis resources available at the time.
- Maintaining a by name list that is up to date with active households and ensuring that PSH and RRH resources are being matched and referred through a consistent coordinated entry process.
- Improving coordination with the domestic violence services system; developing HMIS to track inventory, matching and referrals; integrating prevention resources are key areas for improvement.

What needs to be developed:

- More deeply affordable housing. Without adequate permanent housing resources, coordinated entry does not make sense and cannot end homelessness.
- A coordinated entry management entity to address operational needs such as:
 - Improving coordination and consistent communication within the homeless crisis response system and to participants.
 - Developing grievance policies and procedures, notifying coordinated entry participants of their ability to file a nondiscrimination complaint, creating an ombudsman role.
 - Standardizing access, assessment, matching processes.
- Homelessness prevention resources that are closely targeted to the people most likely to become homelessness.



CoC Principles for Use of Funds

- In accordance with and responsive to the EOH Plan, System Modeling, System Performance, and Evaluation
- Strategic coordination of HHAP funding with County and City of Oakland
- Strategic coordination with other sources of funding
- Supports or enhances permanent housing solutions and/or critical gaps in housing crisis response system
- Guidance and recommendations of EveryOne Home committees including HUD CoC Committee, Youth Action Board, Results Based Accountability, System Coordination Committee, HMIS Oversight Committee, and Funder's Collaborative

Proposed Local Process

- January 7-10: Coordination meetings with CoC/City/County staff
- January 8: System Coordination Committee – Reports on CESH and HEAP, no action taken related to HHAP
- January 21: HUD CoC Meeting – Reports on CESH and HEAP, action to designate County/HCSA Administrative Entity and determine selection process, action to recommend use of CoC funds, action to support City of Oakland and County HHAP applications
- January 22: HCSA integrates CoC language into Request For Information
- January 22: HCSA releases RFI, EOH/CoC releases same RFI to lists
- February 7, 2pm : Project/proposal information due to HCSA
- February 11: CoC/County/City of Oakland meet to review project proposals and determine 5 year budget for County/CoC application
- February 15: Applications due to state
- Awards granted to CoC/County
- Procurement process through HCSA in collaboration with CoC
- Regular review of spending and outcomes with CoC/County/City of Oakland

Recommendations for HHAP CoC Application

Recommendation 1: HUD CoC Committee designates the County of Alameda and Alameda County Healthcare Services Agency to administer the CoC portion of the 2020 HHAP funds on behalf of the Berkeley/Oakland/Alameda County CoC.



Recommendation 2: HUD CoC approves the following uses, allocations, and additional program guidance for 2020 HHAP CoC funds:

HHAP CoC Uses/Allocations		
Housing Solutions	\$ 7,000,000	
Any combination of permanent housing solutions (Eligible use categories: Rental Assistance /Rapid Rehousing, Operating Subsidies and Reserves, Delivery of Permanent Housing)	\$ 2,000,000	
Housing problem solving activities (Eligible use category: Prevention and Shelter Diversion to Permanent Housing)	\$ 5,000,000	
<i>Suggested 60% proportion of HPS Staffing</i>		\$ 3,000,000
<i>Suggested 40% proportion of HPS Financial Assistance</i>		\$ 2,000,000
Systems Support	\$ 748,965	
Activities could include HPS training, HRC support, CE management entity, or other system support (Eligible use category: Systems Support to Create Regional Partnerships)	\$ 748,965	
Strategic Homelessness Planning up to 5%	\$ 283,499	
3% for CoC strategic planning and system performance activities, including system modeling and planning for youth/YHDP (Eligible use category: Strategic Homelessness Planning)	\$ 283,499	
Youth 8%	\$ 755,997	
Any eligible uses as long as it in consultation with and responsive to Youth Action Board recommendations (Eligible use category: Youth Set-Aside) Proposals encouraged to consider budgets that combine CoC/County/City of Oakland funds totaling \$3,037,075	\$ 755,997	
Admin 7%	\$ 661,497	
7% admin	\$ 661,497	
TOTAL	\$ 9,449,958	

1. Up to **\$2,000,000** for Rental Assistance /Rapid Rehousing, Operating Subsidies and Reserves, and/or Delivery of Permanent Housing, intended to provide permanent housing solutions.
2. Up to **\$5,000,000** for prevention and diversion to permanent housing, intended to establish a coordinated, countywide Housing Problem Solving intervention as a critical component of Alameda County’s Coordinated Entry and housing crisis response system. As this is the first major countywide investment in Housing Problem Solving, the CoC is interested in projects that can demonstrate countywide coverage with a strong centralized management or collaborative structure, staff training and capacity building,



and financial management and reporting practices that will result in the development and implementation of a consistent, standard, and replicable HPS practice in Alameda County. Housing Problem Solving projects will be expected to:

- a. Cover the entirety of the CoC geographic area
 - b. Serve homeless and imminently homeless households
 - c. Conduct Housing Problem Solving as a part of the Coordinated Entry process, refer or match households to deeper housing resources as appropriate and available
 - d. Offer core services of housing problem solving conversations with trained specialists, flexible financial assistance, and referrals. Suggested ratio of 60% housing problem solving staff to 40% financial assistance.
 - e. Practice according to, and contribute to the development of, standards and policies of the Alameda County Housing Crisis Response System Manual: <http://everyonehome.org/wp-content/uploads/2019/12/V.2019.12.09-AC-System-Manual.pdf>
 - f. Collect data and produce reports using the HMIS; or other CoC/County approved data collection and reporting methods if the HMIS does not have the data collection and reporting capabilities.
3. Up to \$748,965 for systems support for activities necessary to create regional partnerships and maintain a homeless services and housing delivery system. Uses could include housing problem solving training, housing resource center or coordinated entry access point operating support, coordinated entry management entity, or other system support.
 4. \$283,499 to be granted directly to the CoC Lead Agency to conduct strategic homelessness planning and system performance activities, including system modeling and planning for youth/YHDP.
 5. A minimum of \$755,997 for youth specific services, intended to support projects in any eligible category. Providers are encouraged to propose countywide projects with budgets up to the combined total of CoC, County, and City of Oakland HHAP youth allocations--\$3,037,075--as there could be opportunities for pooled funding. Youth projects will be expected to:
 - a. Work in consultation with the Youth Action Board. The Youth Action Board (YAB) was formed in 2018 in response to the federal Youth Homelessness Demonstration Project funding opportunity which requires a leadership body of homeless and formerly homeless youth to drive the creation of a plan to prevent and end youth homelessness.



Recommendation 3: HUD CoC approves the following coordinated application process for CoC/County/City of Oakland applications; approves the vendor solicitation and selection process proposed to be used by HCSA for CoC funds, and approves a collaborative monitoring process for CoC/County/City of Oakland funds:

1. Alameda County Healthcare Services Agency will release a Request for Information intended to collect information from potential partners regarding the services and programs they may propose to provide under Alameda County and CoC HHAP. EveryOne Home/CoC will also release the RFI to provider lists. Target release date: January 23, 2020
2. For the CoC funds, the RFI will include specific eligible categories, allocations, and additional program guidance approved by the CoC for HHAP.
3. CoC/County/City of Oakland will meet to review submitted project proposals and determine a 5 year budget for the CoC/County applications, taking into account the system modeling and countywide homelessness planning.
4. CoC will provide letter of support for the County and City of Oakland applications.
5. Once the funds are received from the state, the CoC and County will collaborate to review/select projects through the procurement process conducted by HCSA.
6. CoC/County/Oakland will meet regularly to review spending and outcomes of HHAP.