

Highest Ranked Recommendations	Charrette /35	Online Survey /35	CSH
<p>1. Explore Regional Case Management System and include peer mentors as part of the teams. Re-establish 5-6 regionally spread Housing Resource Centers (site-based) and utilize mobile outreach teams to move from a case management model that is duplicative, sequential and generalized to a regional model of “Service Teams” including Case Managers who have strong knowledge of specific populations and specialized expertise (housing, employment, health care, lived experience, etc.) within a flexible service platform (minimal population-based funding restrictions). Service Teams should be housing-focused and work collaboratively to address housing barriers within a consumer-driven, strengths-based approach. Service Teams will include street outreach to unsheltered persons who don’t seek shelter; facilitate diversion to those who do; provide shelter referrals and case management services and be deployed to locate consumers when they come up on a waitlist and cannot be contacted.</p>	14	15	
<p>2. Create a centralized, community-wide waitlist for Permanent Supportive Housing. This resource should be web-based and should integrate principles of human-centered design. Human Centered Design (also known as “User Centered Design”) focuses on the experience of the user of the system. In this case, that would mean focusing the experience of the person experiencing homelessness and their wait for housing.</p>	10	16	◆
<p>3. Emergency shelter is a vital tool in the community’s efforts to respond to and end homelessness. Encourage local funders to affirm a commitment to maintain current emergency shelter capacity or 25% of the PIT count,. Note – this recommendation is to ensure ongoing emergency shelter operations in Alameda County. Some process may need to occur to get to a final agreement on the 25%. Propose that the Outreach group that will meet monthly could take this on.</p>	15	9	
<p>4. Adopt community-wide definitions for Interim Housing, Transitional Housing, and Rapid Rehousing.</p> <ul style="list-style-type: none"> a. Proposed: Interim Housing is either site based transitional or emergency shelter that provides a safe place where basic needs are met with a goal of exiting people into permanent housing within 90 days. Services are provided by members of the mobile Regional Case Management Team. b. Proposed: Transitional Housing is site-based for people who have more intensive service needs that are not permanent, who benefit from onsite services as well as a community of people with similar experiences. Examples of populations include people early in recovery from addictions and alcoholism, youth and young adults, and recent survivors of domestic violence. c. Proposed: Rapid Rehousing is short to medium term, scattered-site housing that rapidly moves homeless individuals and families into permanent housing using financial assistance that can range from one-time to 24 months of rental subsidies and includes services to maintain stability. 	15	8	◆

<p>5. Centralize housing specialist duties within the new Regional Case Management teams to streamline landlord outreach & minimize “resource hoarding.” Building off similar efforts in Oakland, part of the housing specialists’ strategy should include tapping into faith-based networks to persuade churches with properties to rent housing below market, if feasible</p>	12	9	
<p>6. Move case management functions and services out of Emergency Shelter budgets, while still providing case management through the proposed regional/mobile case management model. Maintain staffing to support the operations and group dynamics that occur in mass shelter. Mobile support services teams can utilize shelter space to provide services on site. (see proposed recommendation on regional case managers)</p>	10	9	
<p>7. Explore the use of Tiny Homes to increase stock of affordable housing. Be mindful of the community or village model that mitigates isolation among people experiencing homelessness.</p>	11	7	
<p>8. Where feasible (particularly in shared rooms and facilities) convert facility based Transitional Housing to Interim Housing that operates more like emergency shelter with easier access and shorter stays (the Henry Robinson in Oakland is an example). This will open up resources for people experiencing literal homelessness. Use Rapid Re-Housing or Permanent Supportive Housing to move people to housing as quickly as possible.</p>	2	12	◆
<p>9. Review Program rules and reduce barriers where possible. (Transitional Housing and Rapid Rehousing)</p>	4		◆
<p>10. Engage in a condensed planning process to launch a coordinated assessment system pilot within 12 months.</p> <ul style="list-style-type: none"> • Identify regional stakeholders to participate in planning committee including housing and service providers, funders, consumers and representatives from mainstream systems. By September 15, 2014, hold first meeting to define roles and responsibilities of committee as well as guiding principles. Committee should develop a plan to build community buy-in and present recommendations to the EveryOne Home Board on an ongoing basis. • Outcomes include recommendation to EveryOne Home Board regarding: <ul style="list-style-type: none"> ○ Geographic Coverage – i.e. Alameda County, City of Oakland, City of San Leandro, etc. ○ Target Population – i.e. families, young adults, single adults, combination of groups ○ Types of Resources & Participating Agencies – i.e. all CoC funded, CoC funded permanent supportive housing, CoC funded transitional housing, CoC funded RRH ○ Model – centralized, decentralized, hybrid, etc. as well as front door access points - i.e. facility-based, phone-based, online, mobile outreach teams ○ Standardized Assessment Tool and who will be completing assessments with consumers - i.e. Hamilton Family Center tool, F-SPDAT, VI-SPDAT, CSH TAY Triage Tool, local tools ○ Eligibility criteria of housing programs (i.e. income, evictions, criminal history, debt) ○ Database & Data Collection Elements ○ Prioritization Policy ○ Referral System ○ Lead Entity Structure -i.e. one lead agency, multiple lead agencies, funder-led collaboration ○ Monitoring & Evaluation 	8		◆

Other:

Emergency Shelter Recommendations

11. **Conduct an inventory of beds to see who is funding them and for which population.** Government funders such as Social Services, Behavioral Health Care and the Veterans Administration and others pay for bed space to shelter specific individuals. An inventory will provide a sense of what beds are open to the general population. Set aside beds for the 24/7 hour outreach program (see proposed recommendation on 24/7 outreach program).
12. **Explore expanding capacity to do shelter intakes 24 hours.** This will allow system partners (such as a psychiatric, criminal justice, etc) to access crisis beds outside of regular business hours.

Transitional Housing & Rapid Re-Housing Recommendations

13. **Move towards pooling similar rent assistance dollars to increase flexibility.** Start with examining policies regarding the administration of ESG and CoC RRH and general fund to see if some consistent practices can be developed through policy – maintain as much flexibility as the resource allows.
14. **Embed Critical Time Intervention (CTI) Services into all time-limited housing** (Interim, transitional housing, and rapid rehousing). The principal goal of CTI is to prevent recurrent homelessness and other adverse outcomes during the period following the move into housing. It does this in two main ways: by strengthening the individual’s long-term ties to services, family, and friends; and by providing emotional and practical support during the critical time of transition. Ensure that this does not become an unfunded mandate and research opportunities to include CTI “like” services in addition to the evidence based model.

Creative Housing Strategies

15. **Consolidate and scale up a Risk Reduction Fund** that will cover unexpected expenses for landlords willing to rent to homeless households. The Fresh Start model from Oregon also includes connecting agencies to landlords to ensure support connection.
16. **In the wake of Redevelopment dissolution, federal sequestration, and other state & federal cutbacks, work to increase local investments and ensure that existing resources target homeless households.**
17. **Ensure that new developments integrate EOH’s lease up protocols.** Strategies include giving extra points to developer applicants to agree to use the protocols. Another strategy could be to mandate the protocol as a condition of taking local funds.
18. **Explore shared housing models,** including a provision of case management to mitigate conflicts. If shared housing is determined to be a strategy worth pursuing, present a plan to the Oakland PHA.
19. **Fund and implement existing “Good Tenancy Academy” curriculum throughout the county.**

20. **Advocate with PHAs to reduce criminal justice screen out criteria.** Ideally, PHAs would use only the baseline federal criteria related to lifetime bans on sex offenders and people convicted of producing methamphetamines within public housing.

Coordinated Assessment Recommendations

21. **Provide geographically spread community learning sessions on coordinated assessment and diversion.** Community members have a range of knowledge regarding these topic areas and would benefit from 101-level information on both coordinated assessment and diversion. These learning sessions should include examples of what is happening with coordinated access in LA, Chicago, Portland, OR and Hennepin County, MN, and what is happening with diversion programming in Ohio and King County, WA. Establishing this foundational knowledge will enable Alameda County to efficiently move forward with the coordinated access planning process.
22. **Collaborate with existing regional coordinated assessment efforts.** Current known efforts include City of Berkeley, Youth Transitions Partnership and permanent supportive housing centralized waitlist.
23. **Proactively identify system issues that may hinder coordinated assessment process.** Address issues as possible prior to launching coordinated assessment process, including caps on length of stay in emergency shelters and an HMIS system that enables data sharing to facilitate effective referral process.
24. **Establish evaluation process that will enable Alameda County to clearly identify housing gaps and inform system redesign process.**

Coordinated Access & Outreach Recommendations

25. **Develop monthly learning circle for Alameda County outreach workers.** Outreach workers will benefit from increased collaboration regarding individual services, target populations and eligibility criteria. Monthly learning circles should include presentations from mainstream resources including but not limited to housing, health care, public benefit application/appeals process and legal services.
26. **Clearly define the role of outreach in Alameda County and expand outreach services to be available 24/7.**
27. **Update HMIS data for 1,200 chronically homeless people** See if it makes sense to focus housing resources on the people identified in the system. Provide capacity for outreach teams to document more people in HMIS.

Permanent Supportive Housing Recommendations

28. **Position mainstream health providers to take advantage of California's new Health Homes opportunity,** which could fund case management. Leveraging mainstream services funding can then allow the community to reallocate HUD funding towards rental assistance.

29. **Partner with banks to set up online banking opportunities** for people who receive General Assistance (GA) and other government assistance. The goal of the partnership is to allow low-income/formerly homeless households to set up automatic rental and utility payments.
30. **Increase capacity of property managers to effectively operate permanent supportive housing sites** by offering training and baseline standards. EveryOne Home could build off the Property Management Knowledge Exchange (PMKE) model in Los Angeles.
31. **Establish tenant screening guidelines that screen in vulnerable households and also comply with Fair Housing** and reasonable accommodation. Building off of EveryOne Home pilot efforts, look at the San Francisco model and how they achieved this. Alameda County could start in selected cities/jurisdictions and then scale up these efforts.
32. **Design and implement a *Moving On* initiative from permanent supportive housing to affordable housing to increase throughput of permanent supportive housing.** This program graduates a household from a more intensive model (like Shelter Plus Care) to Section 8 with minimal case management to ensure a smooth transition when appropriate. Chicago, New York, Portland, and Los Angeles all have models from which to draw ideas.