EveryOne Home
Ending Homelessness
in Alameda County

Leadership Board Meeting
Thursday, April 25, 1:00pm-4:00pm
Conference Room C (Second Floor)
300 Estudillo Avenue, San Leandro
San Leandro Library

Agenda

1. Welcome and Introductions	**1:00-1:15**
2.Review and Approval of February Minutes	**1:15-1:20**
	Approve
3. Results Based Accountability: Data Dashboard	**1:20-1:50**
	Approve
4. Public Participation Policy	**1:50-2:20**
	Approve
5. EveryOne Home Work Plan	**2:20-3:20**
a. Collaborative Action Plans	*Discussion*
6. Committee and Project Updates	**3:20-4:00**
	Update

Leadership Board Meeting Minutes
February 28, 2019

Attendance: Linda Gardner, Moe Wright, Doug Biggs, Chris Gouig, Vivian Wan, Suzanne Shenfil, Nella Goncalves, Ray Bonilla, Jill Dunner, Heather MacDonald Fine, Christine Ma, Peggy McQuaid, Georgia Rudderow, Kelly Glossup, Susan Shelton, Gloria Bruce and Liz Varela.
Staff: Elaine de Coligny, Julie Leadbetter, Laura Guzman, Jessie Shimmin and Alexis Lozano.
Guests: Heather McDonald-Fine representing the NOFA Committee

1. **Welcome and Introductions**
   a. The Alameda County Board of Supervisors has committed $245 million of the Measure A1 dollars to 35 affordable housing developments across the county. Approximately 800 units so far have been dedicated to persons with lived experience of homelessness.
   b. The City of Alameda is having a special election on April 9th where voters are being asked to approve the building of the Alameda Wellness Center, that will help vulnerable individuals with high-level and complex health needs get the care they deserve. While the Center will be a regional solution to homelessness, 50% of the services will be dedicated to Alameda residents. These services include 80-90 units of Senior Permanent Supportive Housing, 50-bed recuperative care medical respite center for homeless adults departing hospitals or undergoing intensive medical treatment in Alameda County and a resource center that provides linkages to resources and housing advocacy for Alameda residents experiencing or at-risk of homelessness. Asking the Leadership Board to spread the word to for Yes on A and No on B in the City of Alameda, and donate to the campaign.
   c. No Place Like Home funds are available. Abode Services has submitted applications.
   d. The Mobile Hygiene Unit in Fremont is almost ready, but they are looking to hire someone with Class A license. The Day Wellness Center is also running in Fremont and the Winter shelter has been open since November 15 and served over 300 people. This is the first year that the shelter has accepted families and children but considering not repeating next year. Resources for Community Development purchased building in Fremont to turn into affordable housing. The building will be used as temporary housing while the building is getting ready to transition to permanent housing. Asking city to create an anti-discrimination ordinance that requires Section 8 be considered when making income calculations to determine if a household can afford the rent.
   e. EveryOne Home has finalized the Coordinated Entry Flyer, it is available to download from www.everyonehome.org.
   f. The Alameda Health System is creating a consumer board for Health Care for the Homeless.
   g. City of Albany had three-year anniversary for its shower program. They are also moving forward with using Measure A1 dollars to build an affordable housing project with Satellite Affordable Housing Associates.
   h. Building Futures with Women and Children just opened the satellite office in Alameda for Coordinated Entry.

i. The Executive Director took the time to acknowledgements the staff accomplishments in 2018 and so far in 2019.

2. **Review and Approval of December Minutes**— It was moved and seconded to approve the December minutes. The motion passed with abstentions from Linda, Georgia, Ray and Nella, who were present at the December meeting.

3. **Committee and Project Updates**—Staff updated the Leadership Board on work done on the 2019 Homeless Count and Continuum of Care NOFA. The fieldwork for the homeless count was in January and we were able to get a lot of new partners involved in the process. New to this year we coordinated a pre-survey, done by outreach teams, to get accurate multipliers for vans, cars, RVs, and tents. Staff did an analysis of the results of the 2018 NOFA process and are planning for 2019. They are looking into an independent consultant to facilitate a review of the process and suggest improvements.

4. **Results Based Accountability: 2018 Measures --**Staff reviewed Measures 1A, 2, 3, 5, and 7. [Presentation can be found here.](#)
   Discussion of the measure:
   - Several members expressed a desire for more clarity on what populations were included in specific measures, especially Measures 1 and 5.
   - Others expressed the desire to look at these performance measures regionally to support requests for funds from cities as well as the County. This is not currently possible.
   - **Key take away: the ratio of people becoming homeless (Measure 5) versus the people leaving for permanent housing (Measure 7) is moving in the wrong direction.** Homelessness will grow unless we make changes to what we are doing.
   - Where can we make system operational changes to programs? What is capacity building for the system including funding for HMIS data input and data analysts? The System coordination committee can facilitate work groups, but this body can also look at this data and come up with strategies to promote and pursue.

   Next Steps: The Leadership Board would like to see a presentation on how we compare to other communities or nationally to figure out a focus for this group. For now, staff can bring this information twice a year. A sub-committee can be formed that can look at this more regularly and report out. Then the Leadership Board can determine what issues it wants to work on based on the data.

5. **EveryOne Work Plan Special Activities—**Staff built out a proposal for two special projects for this Leadership Board to work on this year including the Strategic Plan Adoption by jurisdictions and launching a revenue strategy and campaign in Q3 to increase on-going funding for addressing homelessness. The Leadership Board directed staff to move forward with asking CBOs to adopt at the same time as jurisdictions, but this can be a limited effort.
   Next Steps: Staff should set up way for jurisdictions to adopt easily by drafting a sample resolution. By the April Board meeting have an update on calendaring jurisdictions. As the cities calendar, send dates to Board members so they can attend.

   It was moved and seconded to approve the special activities. The motion passed.

To: EveryOne Home Leadership Board

From: RBA Committee

Date: April 12, 2019

Re: Recommendation to Approve Dashboard
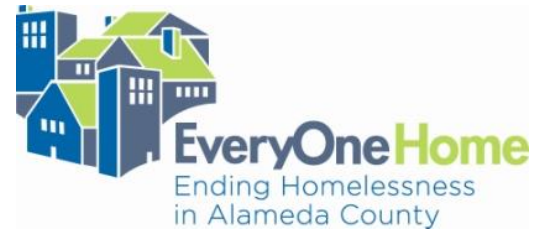
RECOMMENDATION

In partial fulfillment of its mandate to track, analyze and report population indicators and system performance measures and to publish this information in dashboard form, the RBA Committee recommends that the EveryOne Home Leadership Board approve three dashboard elements for publication to the EveryOne Home website. The dashboard elements are:

- An infographic summarizing the previous year's number of persons who became homeless for the first time, literally homeless served, and who gained a permanent home.
- A quarterly dashboard tracking the number of persons who became homeless for the first time against the annual goal defined in the *2018 Strategic Update* to the *EveryOne Home Plan to End Homelessness.*
- A quarterly dashboard tracking the number of persons who gained a permanent home against the annual goal defined in the *2018 Strategic Update* to the *EveryOne Home Plan to End Homelessness*

BACKGROUND

In 2018 the Leadership Board adopted the *2018 Strategic Update* to the *EveryOne Home Plan to End Homelessness*. The *2018 Strategic Update* distills a troubling dynamic, "twice as many people are becoming homeless than are moving into permanent housing" (p17). In response, the *2018 Strategic Update* sets annual targets for decreasing the number of people becoming homeless for the first time and increasing the number of people returning to permanent homes. Tracking performance to these targets will support public transparency and accountability to the core outcomes adopted by the Leadership Board.

In addition to the RBA Committee members' own experience creating infographics and dashboards, the RBA Committee explored a variety of Continuum of Care data dashboards and infographics for sharing performance information more broadly with stakeholders. Below are the "headline measures" drawn from the *2018 Strategic Update* and designed to communicate simply with non-specialist audiences.

CONTENT

1. Summary Infographic of Previous Year

The infographic summarizes the previous year's data including the number of people who became homeless for the first time, the number of unique literally homeless persons served, and the number who gained a permanent home. These data points mirror those in the *2018 Strategic Update* and will be accompanied by either a footnote or a link containing clarifying notes and citation information. Please see page five for these details.

Of the estimated 12,000 homeless people in Alameda County during 2018:

2,215 became homeless for the first time

8,674 were served by street outreach, housing resource centers, emergency shelters, transitional housing, and housing navigation programs

1,218 gained a permanent home

About 2 people became homeless for every 1 person who gained a permanent home.
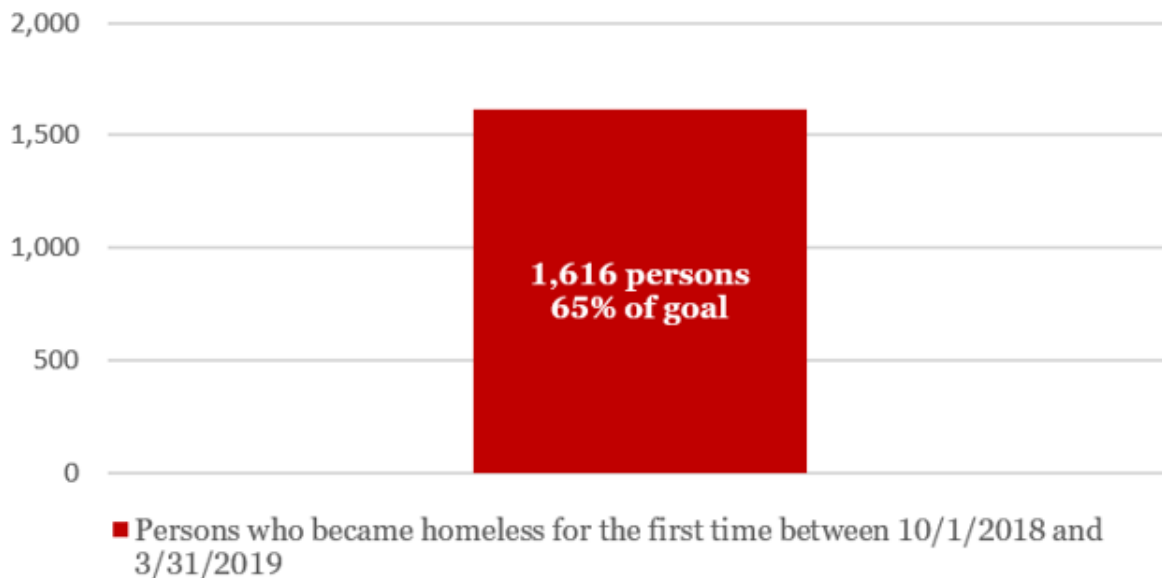
2. *Quarterly Dashboard: First Time Homeless*

The dashboard below summarizes current year's progress toward realizing the goal that fewer than 2,500 persons will become homeless for the first tine during 2019. The dashboard will be updated quarterly. A footnote or clickable link will provide clarifying notes and the data source: The number of people who **"became homeless for the first time"** is calculated using [HUD System Performance Measure 5: Number of Persons who Became Homeless for the First Time](#).

The bar chart is red because the continuum of care is falling short of its goal. The text at the bottom provides a succinct takeaway message.

We are falling short of our goal of fewer than 2,500 persons becoming homeless for the first time in 2019.

1,616 persons
65% of goal

■ Persons who became homeless for the first time between 10/1/2018 and 3/31/2019

If we continue at this rate, we predict Alameda County will have approximately 3,200 newly homeless individuals, or 30% above our maximum annual goal.
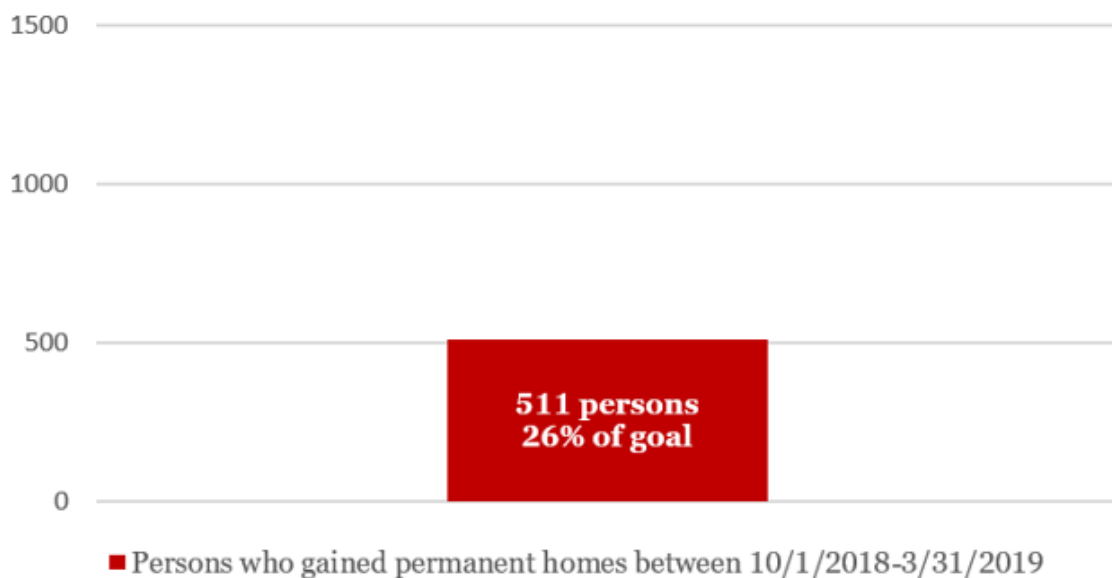
3. *Quarterly Dashboard: Gain Permanent Homes*

The dashboard to the right summarizes current year's progress toward realizing the goal of housing 2,000 or more homeless persons during 2019. The dashboard will be updated quarterly. A footnote or clickable link will provide clarifying notes and the data source: The number of **"homeless people gained a home"** is calculated using HUD System Performance Measure 7: Successful Placement in Permanent Housing Destinations, metric 7b.1.

The bar chart below is red because the continuum of care is falling short of its goal. The text at the bottom of the chart provides a succinct takeaway message.

We are falling short of our goal to house 2,000 or more homeless persons in 2019

511 persons
26% of goal

■ Persons who gained permanent homes between 10/1/2018-3/31/2019

If we continue at this rate, we predict only 1,022 persons will gain permanent homes, or 48% below our annual goal.

4. Clarifying Notes and Citations

Citations for the info graphic and the dashboards mirror those in the *2018 Strategic Update*. The specific citations are as follows:

- The Department of Housing and Urban Development (HUD) Fiscal Year 2018 began 10/1/2017 and ended 9/30/2018.
- The number of people who **"became homeless for the first time"** is calculated using [HUD System Performance Measure 5: Number of Persons who Became Homeless for the First Time](#).
- The number of "**homeless people served"** is an un-duplicated count of individuals on the Coordinated Entry By-Name List, and enrollments in Street Outreach, Emergency Shelter, Housing Navigation, and Transitional Housing.
- The number of **"homeless people gained a home"** is calculated using [HUD System Performance Measure 7: Successful Placement in Permanent Housing Destinations, metric 7b.1](#).

In Sum: The RBA Committee recommends adopting the infographic and dashboards described in this memo. The infographic and dashboards enable EveryOne Home to publicly track the strategic goals set in the *2018 Strategic Update* to the *EveryOne Home Plan to End Homelessness* and adopted by Leadership Board in 2018.

MEMORANDUM

To: EveryOne Home Leadership Board

From: EveryOne Home Staff

Date: April 25, 2019

Re: **Adopting a Leadership Board Public Participation Policy**

_____

RECOMMENDATION

The EveryOne Home Staff in partnership with its committees is requesting the Leadership Board adopt the public participation policy below to increase transparency and have standardized communication practices.

BACKGROUND

Consistent with new requirements from the EveryOne Home's contract with Alameda County, the HUD CoC Committee passed its Public Participation Policy on March 19. As a Committee established by federal law, the HUD CoC Committee wished to align with the Brown Act through a set of requirements that increases public access and comments via the EveryOne Home website. The Policy also applies to the HMIS Oversight Subcommittee and System Coordination Committee, as the HUD CoC Committee delegates critical oversight activities required by federal regulation to these two policy bodies.

Therefore staff is also recommending the Leadership Board also follow a similar policy even though it is not subject to the same requirements.

PUBLIC PARTIPCIPATION POLICY

1) Members of the public will be invited to participate in EveryOne Home Leadership Board meetings via the EveryOne Home Website.

    a. The Board's annual calendar of meetings, with dates, times and locations will be posted on the website.
    b. Any meeting outside the schedule will be considered a "special meeting" and will require 24-hour notice prior to the meeting.
    c. Meetings shall provide the public an opportunity to address the body at the opening of each meeting, prior to acting on any items.

2) Every Agenda will be published and posted on the website at least 72 hours in advance and will incorporate language noting that Board meetings are open to the public.

    a. Agendas will include the date, time and location of meeting and clearly identify whether each item is a proposed action or a discussion item.
    b. No action shall be taken on any item not appearing on the Agenda.

    c.   Materials that are finalized will be posted on the website along with the Agenda and will be available to the public at the meeting and posted on website <u>within 5 days of the meeting.</u>

3) Public Comment will be set aside at the beginning of each Agenda. A total of 10 minutes will be set aside as an Agenda Item for general public comment – with a time limit of 2 minutes per person. If the number of commenters exceed the available time it is <u>at the discretion of the Chair</u> to either: 1) extend the time for public comment; 2) choose a random number of speakers; and/or; 3) limit the amount of time for each speaker.

    a.   All written public comment *submitted by the time of the Meeting* that indicates "for Public Distribution" will be accepted and noted during Public Comment period and distributed at the meeting. Instructions on how to submit written public comment will be noted on the website.

4) Draft action minutes from the session, including names of members attending and roll call vote on each action item will be posted on the website <u>within 5 days of the meeting.</u> The action minutes will also include a list of those who spoke from the public if they identified themselves and a brief summary of the public comments.

5) Teleconference meetings will be guided by the Brown Act.

    a.   A quorum of the committee must participate from a teleconference location within the county's jurisdiction.
    b.   The EveryOne Home Conference Room will be designated as the teleconference accessible site. The address will be clearly identified in the Agenda, along with any other teleconferencing information, which will be posted on the website.
    c.   If it is a regularly scheduled meeting, Agenda must be posted 72 hours prior to the meeting. If it is a "special meeting," Agenda will be posted <u>within 24 hours of the meeting.</u>
    d.   All votes must be by roll call.

6) Closed sessions will be guided by the Brown Act.

Potential areas of focus for EveryOne Home collaborative action plans
Notes from discussion at contract management meeting on April 18, 2019 – for continued discussion at EveryOne Home Leadership Board

Purpose & process: As determined in consultation with Alameda County and the EveryOne Home Leadership Board … develop action plans / agreements that can be completed by EveryOne Home staff and identified implementation partners, within 3-12 months, aligned with goals for the Strategic Plan Update

Goal: By June 30, 2019, EveryOne Home to propose 3 areas of focus for collaborative action, and begin the process of developing more detailed action plans for cross-sector collaborative work that will involve EveryOne Home, local governments, and other community partners and stakeholders. These action plans will be finalized and implemented during the period beginning July 1, 2019.

Among participants in the discussion at the contract management meeting, interest was greatest in the first few options listed below.

- Identify and prioritize system capacity building needs and identify resources and opportunities for addressing priority needs.
    - Discussion: Stakeholders may have different perspectives about what "capacity building" means, and which needs should be prioritized. These include: short term training for staff (particularly with staff who are new or in new roles because of turnover and program expansion), supports to facilitate staff retention, including opportunities for pursuing career paths and promotional opportunities, organizational capacity including administrative infrastructure, technology (including more licenses to use HMIS and other systems), the need for tools to support effective case management, etc.   There are multiple resources that could be used to help address capacity needs, including CESH and AC Care Connect.

- Ending homelessness for (or significantly reducing the number of) families with children and pregnant women who are experiencing unsheltered homelessness in Alameda County within the next year
    - Discussion: Identifying a particular group of people for focused attention may be appropriate where there are particular partner organizations that have categorical funding and/or mandates to focus on that population (for example First 5 and other public and private organizations and funding streams that focus on children), and where the scale of the problem is small enough that it is realistic to achieve substantial impact with coordinated action. Some solutions need to be tailored to the unique needs of some groups of people – but there is also some concern about the potential of overlooking other groups of people experiencing homelessness. The largest number of people experiencing homelessness is African American men, but they're less likely to get the same focus.
    - Another potential focus: significantly reducing the number of older adults who are experiencing unsheltered homelessness. Kaiser has announced that they will

be making substantial investments toward this goal in Oakland, but the timing and scale of this investment is hard to predict at this time.

- Speeding up the process to fill vacancies in existing site-based permanent supportive housing, and reducing the number of days (from 90 to 30) it takes for the top 100 people who have been prioritized on the By Name List to have all the documents they need to qualify for an available housing opportunity.

- Developing and implementing a communication strategy that provides useful information for people who need help, and better informs elected officials, members of the public, and other stakeholders about needs, strategies, and progress related to reducing homelessness

- Organizing and aligning efforts (across multiple public and private agencies and funding sources) to prevent homelessness
    - o Discussion: This should build upon some of the work that has been done by the System Coordination Committee to develop guidelines for the use of some sources of funding for homelessness prevention

- Increase housing opportunities that can be accessed through the Coordinated Entry System, through strategies that include creating, supporting, and tracking a pipeline of new projects that will provide additional permanent housing, working with public housing authorities to establish homeless preferences, and improving utilization of all available resources (e.g. increase utilization of CoC-funded tenant-based rent subsidies)

- Enhancing coordination and collaboration across sectors to deliver flexible services to support housing stability (e.g. between health care / behavioral health systems and homeless assistance system)
    - o Discussion (about System Manual and Coordinated Entry policies – relevant to this …): Need to engage the leaders of systems that manage non-CoC sources of funding for housing assistance to clarify the applicability or modification of coordinated entry system policies to those housing resources, and work toward alignment while also recognizing that there may be different criteria and/or procedures for eligibility / prioritization for those resources.

Some general ideas:
The 3 areas of focus should include one short term, one medium term, and one long-term effort that will require collaborative action.
People (including elected officials / leaders) need to have some wins. This can help to gain momentum and build the will to do more.
Collaborative action plans can/ should be:
- A tool to figure out what needs to happen to make things work better together, an opportunity for more effective collaboration where there is already agreement about an identified need and efforts already underway, to "unstick things"
- An opportunity to clarify shared goals and metrics for progress / impact, to facilitate shared appreciation for partnership that can demonstrate results
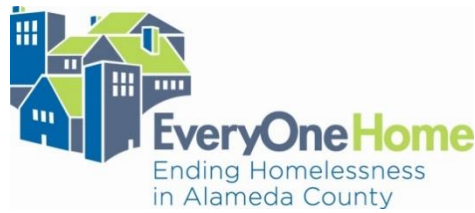
Work Plan Updates for Leadership Board

April 2019

Leadership Board:

At its February 2019 meeting, the Leadership Board identified two priority special projects on which to focus for 2019-20. 1) the adoption and endorsement of the 2018 Strategic Update to the Plan to End Homelessness; and 2) evaluating and pursuing options for a local revenue stream(s).

Updates Plan Adoption:
- The City of Berkeley adopted the Strategic Update at its march 12, 2019 City Council meeting.
- The Alameda County Homelessness Council heard a briefing on the plan 4/12/19 and has not taken further action at this time
- The following cities are planning to vote in May or June: Alameda, Fremont, Livermore, Oakland, Pleasanton, Piedmont
- The following cities are planning to vote in late summer: Union City Emeryville and Hayward
- The following cities are unsure or have not replied: San Leandro, Albany, Newark and Dublin.
- A draft resolution for community groups and non-profits is attached to this report and will be finalized and distributed in May and available on the website.

Updates Revenue Stream:
- Initial analysis is encouraging that homelessness is a critical issue for a large majority of Alameda County voters and that there is support for a possible countywide measure. Planning has begun in earnest to determine feasibility and design. A small team of Leadership Board members and non-board members is developing a working on more detailed action steps in following areas:
  - Fundraising—a campaign will require 1.2-1.5 million.
  - Communications—not only once a ballot measure is announced but a "paving the road" public information campaign that destigmatizes the homeless and frames this as a solvable problem
  - Recruitment of champions and allies
  - Coordinating timing with other potential local and regional measures

- o Campaign Infrastructure—once resources exist, a manager is needed, a campaign committee, a field work manager, communications team, a treasurer, etc.
      - o Making the Case—being able to answer the questions about uses, over-sight and administration, measuring success, collecting and dispersing funds.
- We welcome recommendations for experts with whom to consult or pull into the campaign.

Housing and Urban Development Continuum of Care (HUD CoC) Committee:

The HUD CoC Committee functions as the Continuum of Care Board, required by federal homeless assistance regulations to act on behalf of the membership to ensure the CoC responsibilities are fulfilled. CoC responsibilities include designating and operating a Homeless Management Information System (HMIS) database, Continuum of Care planning and needs analysis, operating a coordinated entry system, conducting a biennial census of sheltered and unsheltered persons experiencing homelessness, monitoring project performance, and preparing an application for Continuum of Care funds (HUD NOFA).

Updates:
- **Public Participation Policy:** Consistent with new requirements from the EveryOne Home's contract with Alameda County, the HUD CoC Committee passed its Public Participation Policy on March 19. As a Committee established by federal law, the HUD CoC Committee wished to align with the Brown Act through a set of requirements that increases public access and comments via the website. The Policy also applies to the HMIS Oversight Subcommittee and System Coordination Committee, as the HUD CoC Committee delegates critical oversight activities required by federal regulation to these two policy bodies.
- **NOFA Update**: In January of 2019, the HUD CoC Committee recommended that EveryOne Home contract with a consultant to examine the 2018 NOFA Local review and ranking process, with a particular focus on maximizing the efficiency of the local application and the clarity and transparency of the decision-making process for ranking proposals. A Subcommittee reviewed three submitted proposals, and recommended hiring HomeBase/The Center for Common Concerns to conduct this process. Staff has begun work with HomeBase as they start the process of interviewing key stakeholders. In addition, a community meeting NOFA debrief led by HomeBase has been scheduled for May 9 from 2 to 3:30 pm at Oakland City Hall.
- **Homeless Count:** Staff is working closely with HMIS staff Trevor Mells and the ASR team to finalize the HIC (Housing Inventory) and the Point-In-Time Count data tables, which include the results of the 2019 EveryOne Counts! unsheltered Count. The HIC and final PIT Count data will be reviewed and approved by the HUD CoC Committee on 4/23 and submitted to HUD by April 30. The Homeless Count team will be working with ASR to complete the Countywide Executive Summary in the Month of May and will prepare to publish the report by the end of June.

- **HMIS Update:** The HMIS Oversight Committee met in February and March. At these meetings the Committee approved a document upload structure and services options for implementation. The HMIS Oversight Committee also met with the HUD TA team from ICF to discuss HMIS needs and develop an HMIS that will support our CoC's ambitions for evaluating coordinated entry. EveryOne Home and the HMIS Lead have requested ongoing assistance from the ICF TA Team. In March the HMIS Oversight Committee discussed HMIS governance and clarified roles and responsibilities of the HMIS Oversight Committee. There will not be a meeting in April. Instead, the committee anticipates a presentation of the ICF TA Team's findings and recommendations. Finally, the HMIS Work Plan will be reviewed and approved by HUD CoC Committee on April 23.

System Coordination Committee and Coordinated Entry:

Membership and Leadership: System Coordination Chair Peter Radu and Vice-Chair Jamie Almanza completed their terms as the first Chair and Vice-Chair of the committee. At the April meeting the Committee thanked them for their work to establish the Committee and pass important systemwide policy over the last year that is building a coordinated housing crisis response system. Members of the Committee elected Lara Tannenbaum from the City of Oakland as the new chair, and Suzanne Warner of Alameda County Healthcare Services at the Vice-Chair for the next term. The Committee expressed the importance of having the leadership of Coordinated Entry service providers last year as we operationalized the system, and this year members voted for leadership by key funders (Oakland and County) in order to work on upcoming topics on the workplan such as the capacity building for Coordinated Entry such as HMIS investments, systemwide user training, designating a CE Management Entity, and discussing the sustainability plan for Coordinated Entry. The committee has also recruited for an expanded seat to include a service provider representing an organization for people fleeing domestic violence, sexual assault or human trafficking. That seat will be voted on in May.

Guidelines for Homelessness Prevention Services: In April, SCC adopted guidelines for prevention services in Alameda County. The purpose of the guidelines is to target homelessness prevention resources in the Alameda County Housing Crisis Response System and to use evidence-based best practices to design interventions that position homelessness prevention services as close to the 'front door' of homelessness as possible and to ensure that resources are targeted to households with the highest likelihood and immediacy of future homelessness.

CESH State Funding YR1 and YR2: System Coordination Committee voted to support the proposal by Alameda County HCD for use of funds for CESH YR1 and YR2. The Committee was particularly supportive of the $812,000 across both years allocated to systems support such as HMIS, training, technology to support access to Coordinated Entry.

Results Based Accountability:

The Results Based Accountability (RBA) Committee supports the goal of ending homelessness through performance measurement that is attentive to effort, quality, and impact. The RBA Committee's activities include: reviewing system performance by tracking and reporting population indicators and performance measures, recommending initial and updated performance measures and benchmarks, recommending dashboard design to EveryOne Home's Leadership Board, ensuring the production of dashboards to keep the public informed of system performance and progress toward ending homelessness and working to integrate data from mainstream systems of care.

Update: The RBA Committee met twice in March and once in April to work on the public facing data points for the EveryOne Home website. The initial public facing data components the RBA Committee selected will represent:
- An infographic that looks back at the previous year's first time homeless, literally homeless served, and permanent housing exit numbers.
- A quarterly dashboard that tracks the current year's first-time homeless numbers to the annual target defined in the *2018 Strategic Plan Update.*
- A quaryerly dasbhoard that tracks the current year's permanent housing exit numbers against the annual target defined in the *2018 Strategic Plan Update.*

From this foundation, the RBA Committee will add data elements to the EveryOne Home webiste. Options include but are not limited to data from the 2019 Point-In-Time count, HMIS data reflecting subpopulations (TAY, Families, Veterans, etc.), housing inventory and turnover, the affordable/ELI housing development pipeline, and the PSH vacancy rate.

Additionally, the RBA Committee is preparing to engage in "turn the curve" conversations with EveryOne Home committees on System Performance Measure 1: Length of Time Homeless.

We will continue these conversations on Monday May 13t[h] from 2-4 PM in Conference Room 1 at the City of Oakland Human Services Department (150 Frank Ogawa Plaza, 4th Floor).

Advocacy Committee:

The first committee meeting was on Tuesday, March 12 and the committee discussed strategies and focus for 2019. This includes securing the adoption of EveryOne Home Plan to End Homelessness: 2018 Strategic Update and launching a revenue strategy and campaign to increase on-going funding for addressing homelessness. They also discussed the Yes on A campaign in the City of Alameda and ways to get involved, the Governor's Budget Proposal, and several bills going through the California Legislature.

<Date>

Dear EveryOne Home Leadership Board and Staff,

(Organization Name) has reviewed the EveryOne Home Plan to End Homelessness: 2018 Strategic Update and would like to formally endorse.

WHEREAS, EveryOne Home is the collective impact organization to address and end homelessness in Alameda County, uniting the efforts of city and county government partners, nonprofit service providers, homeless consumers, and community members.

WHEREAS, in 2018, EveryOne home undertook a year-long, inclusive
community process to update the Strategic Plan to better reflect the current realities of the Bay Area's housing market and resource needs.

WHEREAS, the Plan analyzes countywide homelessness data to determine the extent of need across Alameda County and the size and cost of interventions to address that need.

WHEREAS, more than 12,000 people experience homelessness in Alameda County annually and for every person who exits homelessness, two new people enter it. If trends continue, this rate would increase the homeless population by 1,500 annually.

WHEREAS, the Plan offers strategies and actions to reduce the Alameda County nightly homeless count to 2,200—meaning no one would have to sleep without shelter.

THEREFORE, (Organization Name) support this Plan and agrees to take bold action whenever and wherever possible so that together we will bring the necessary capacity, investment, partnership and collective impact to achieve that goal.

(Organization Name) understands that by signing this endorsement letter, the organization will be included in a list of endorsements posted on the EveryOne Home website.

Sincerely,

(Signer on behalf of organization)
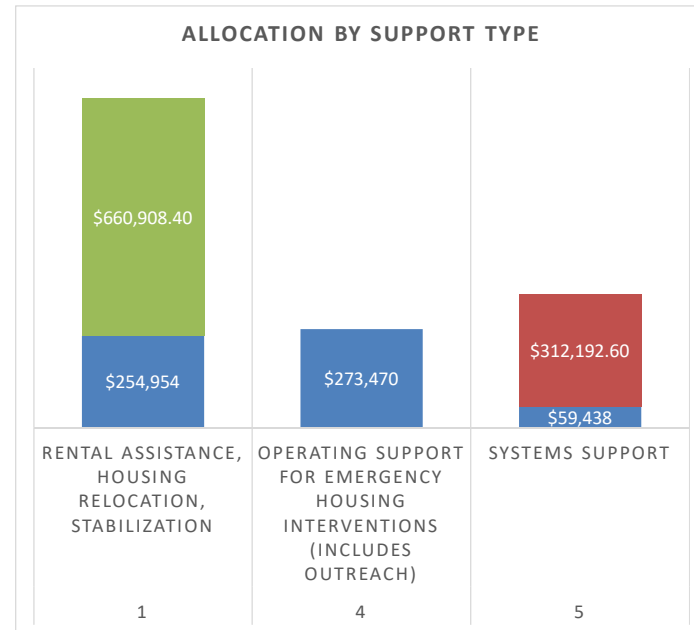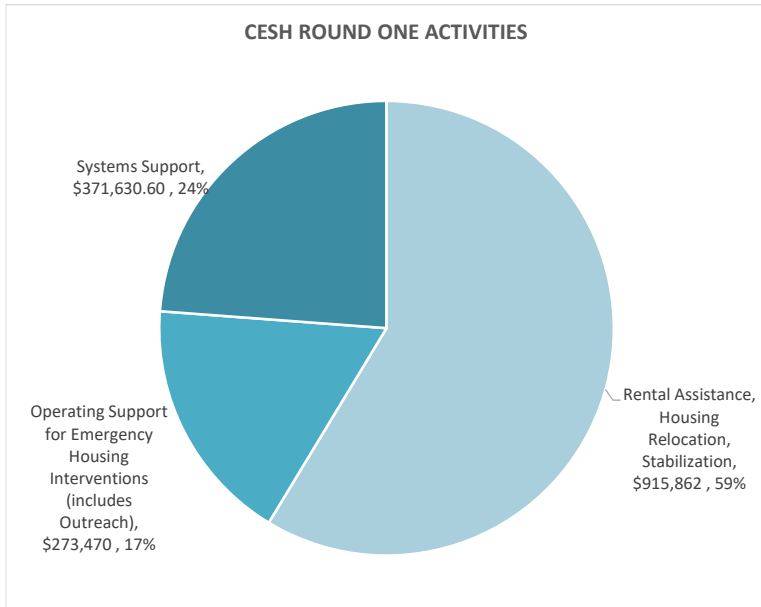<YOUR NAME>
<YOUR TITLE>

CESH Round One

	Total	Admin (5% of total)	Project Funds, Available
	$1,643,119.00	$82,156.00	$1,560,963.00

Eligible Activities	Eligible Activities	Coverage towards unfunded ESG	Allocation for Systems Support	Remainder for Flex Fund	Totals
1	Rental Assistance, Housing Relocation, Stabilization	$254,954		$660,908.40	$915,862
2	Operating Subsidies				
3	Flexible Housing Subsidies				
4	Operating Support for Emergency Housing Interventions (includes Outreach)	$273,470			$273,470
5	Systems Support	$59,438	$312,192.60		$371,630.60
6a	Develop or update CES (if the CoC does not have a system in place that meets the applicable HUD requirements, as set forth in Section II.E.3.A of the NOFA)				
6b	*N/A* Development of a plan for addressing actions within CoC is no plan exists				
		$587,862.00	$312,192.60	$660,908.40	$1,560,963.00

G:\HCD\HOMELESS\Homeless Emergency Aid Program (HEAP)\[CA 502 HEAP_update 4.8.19.xlsx]HEAP update_State 4.8.19

CESH ROUND ONE ACTIVITIES

Systems Support, $371,630.60 , 24%

Operating Support for Emergency Housing Interventions (includes Outreach), $273,470 , 17%

Rental Assistance, Housing Relocation, Stabilization, $915,862 , 59%

ALLOCATION BY SUPPORT TYPE

$660,908.40

$254,954

$273,470

$312,192.60

$59,438

RENTAL ASSISTANCE, HOUSING RELOCATION, STABILIZATION — 1

OPERATING SUPPORT FOR EMERGENCY HOUSING INTERVENTIONS (INCLUDES OUTREACH) — 4

SYSTEMS SUPPORT — 5

CESH Round Two

Grant Total	Allowable Admin (5% of total)	Project Funds, Available (sub Admin)
$911,814.00	$45,591.00	$866,223.00

Eligible Activities	Eligible Activities	Limits/Terms	Following consultation with CoC SCC and HMIS Oversight committee heads
	Grant administration	max allowable: 5%	$45,591
1	Rental Assistance, Housing Relocation, Stabilization	Not to exceed 48 months (each assisted household), cannot exceed two times FMR	
2	Operating Subsidies		
3	Flexible Housing Subsidies		
4	Operating Support for Emergency Housing Interventions (includes Outreach)	Limits: no more than 40% of CESH grant	$364,726
5	Systems Support		$501,498
6a	Develop or update CES (if the CoC does not have a system in place that meets the applicable HUD requirements, as set forth in Section II.E.3.A of the NOFA)	required, if does not have HUD-compliant HMIS or CE system in-place	
6b	*N/A* Development of a plan for addressing actions within CoC is no plan exists	required, if does not have HUD-compliant HMIS or CE system in-place	
	Total		**$911,814**
	Remaining		**$0**

Current as of: 4/8/2019

CESH ROUND TWO ACTIVITIES

- Grant administration, $45,591 , 5%
- Operating Support for Emergency Housing Interventions (includes Outreach), $364,726 , 40%
- Systems Support, $501,498 , 55%
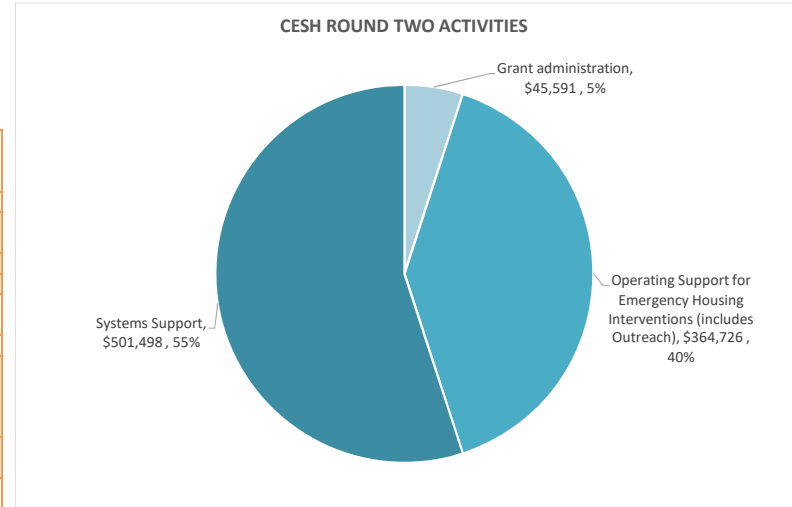
Prioritization Analysis through March 31, 2019

Alameda County's housing crisis response system implemented a standard assessment process in October 2017. The assessment's weighted scoring framework quantifies housing barriers, household characteristics, history of homelessness, risk factors, and medical vulnerabilities to prioritize the highest need households for housing and support resources.

Since implementing coordinated entry 6,859 households have been assessed and prioritized. As of 31 March 2019, there are 6,425 active households on the by name list the following characteristics:
- 70% of households are composed of a single adult
- 15% of households have minor children
- 45% of households are headed by women and 54% are headed by men
- 56% of households identify as African American or Black, 27% as White, 7% as Multiple Races, 3% as American Indian or Alaska Native, 2% as Asian, 1% as Native Hawaiian or Other Pacific Islander, and 3% refused to identify their race
- 15% of households describe themselves as Hispanic or Latino

These are distributed regionally as shown below:

| Resource Zone	Number of Households	% of Total	Range of Scores	Average Score	Median Score
East County Adults and Families	263	4%	12-183	96	96
Mid-County Adults and Families	1012	16%	3-189	93	93
North County Adults	1245	19%	9-198	102	102
North County Families	409	6%	18-195	88	84
Oakland Adults	2997	47%	9-198	98	99
South County Adults and Families	483	8%	9-168	95	96

The distribution of prioritization scores is relatively normal. Scores range from 3 at the lowest vulnerability, to 198 at the highest vulnerability. The average score is 97 and the median score is 96. There are no outliers. Taken together, this means that the assessment tool is sensitive to variations in vulnerability across the population and is working well to elevate the most vulnerable households to the highest priority.


Distribution of Prioritization Scores (n=6,425)
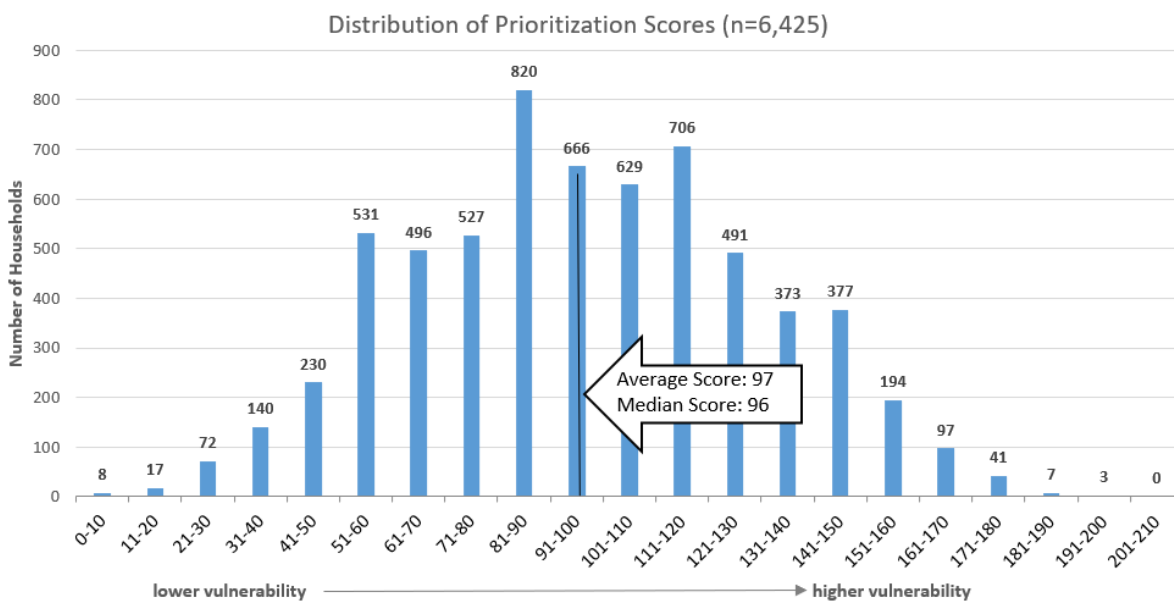
Subpopulations

Chronic Homelessness

2,972 assessed households fit the criteria of chronic homelessness, making up 46% of assessed households. These households tend to score higher than non-chronically homeless households, with an average score of 119 and median score of 120. Chronically homeless households comprise 83% of all households at or above the population median of 96, and 85% of scores in the top quartile of scores. Although chronically homeless households tend to be more vulnerable, the tool does not equate chronic

Distribution of Chronically Homeless Households (n=2,972) within Prioritized Homeless Households(n=6,425)

homelessness with high vulnerability. Highly vulnerable households that do not fit the HUD definition of chronic homelessness can and do obtain high scores. In the graph above, orange represents chronically homeless households within the total distribution of active prioritized households.
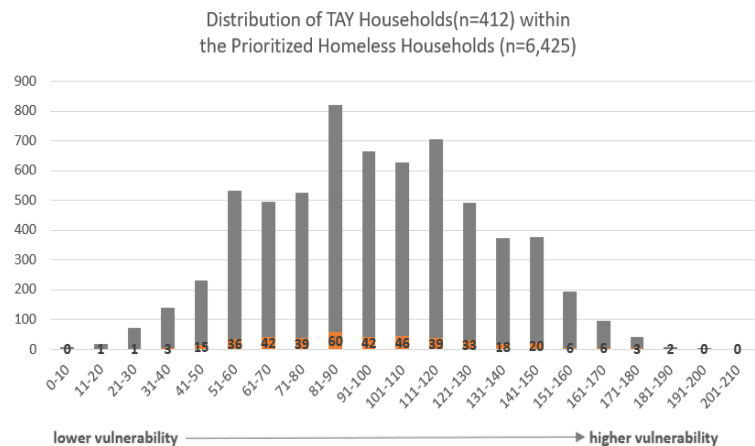
Households with Minor Children

Distribution of Households with Minor Children (n=996) Within Prioritized Households (n=6,425)
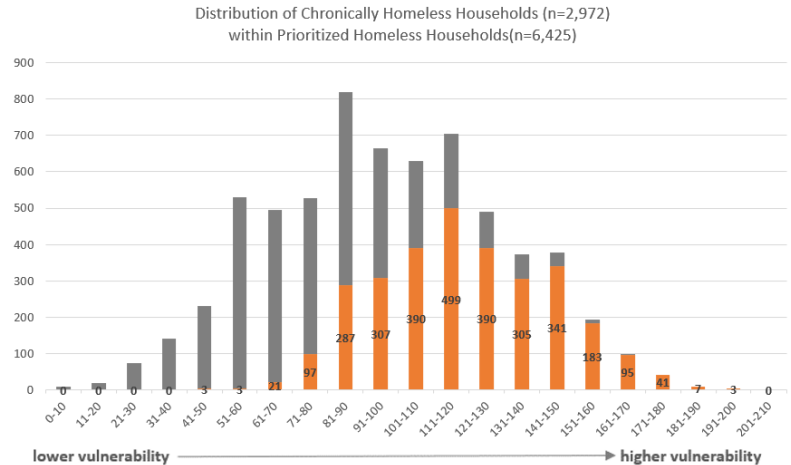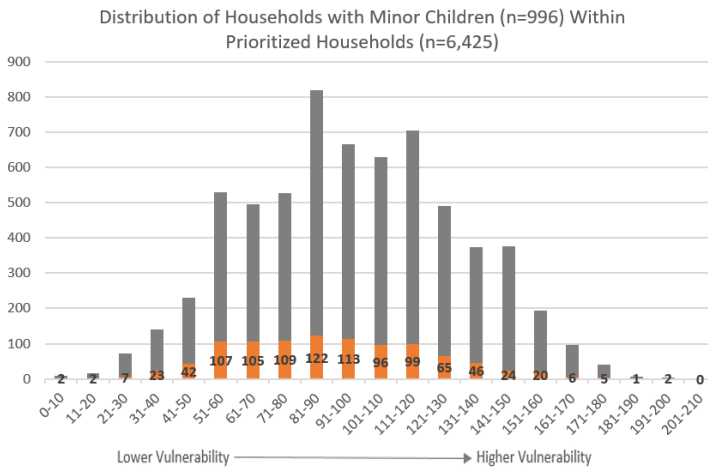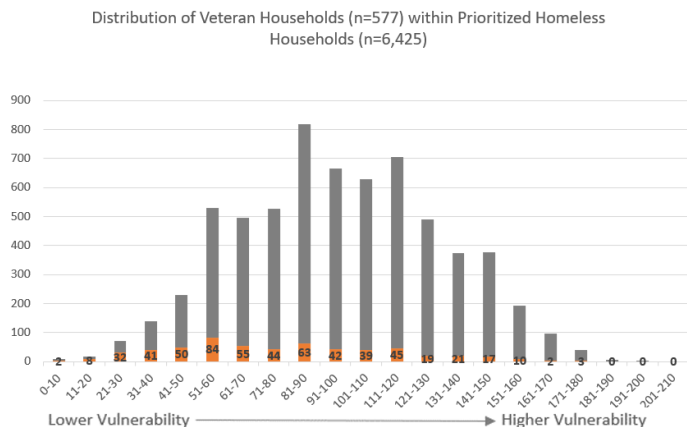
As of 31 March 2019, 996 active households with minor children appear on the by name list, making up 16% of the total number of households. The distribution of scores is normal. Households with minor children tend to be less vulnerable than their adult only counterparts, with an average score of 91 and a median score of 90. Because of this there are resources dedicated to serving only families with minor children. In the graph above, orange represents the distribution of households with minor children within the distribution of active prioritized households.

Transition Aged Youth Headed Households

412 of the active households are headed by Transition Aged Youth aged 18-24 years. Of those, 109 TAY heads of households are parenting minor children. TAY make up 6% of the active households on the by name list. Though normally distributed, the center of the distribution is lower for this subpopulation than for the adult population, with an average of 92 and a median of 90. As a result, resources are set aside for this subpopulation. In the graph to the right, the

Distribution of TAY Households(n=412) within the Prioritized Homeless Households (n=6,425)

orange areas represent TAY headed households within the distribution of active prioritized households.

Veteran Households

Distribution of Veteran Households (n=577) within Prioritized Homeless Households (n=6,425)

Lower Vulnerability ⟶ Higher Vulnerability

577 of the active households are headed by veterans, making up 9% of the households on the by name list. The distribution of veteran skews to the right, that is, a longer tail of higher vulnerability households. Measures of center are lower than the prioritized population: the average score for a veteran is 78, and the median is 72. This may be the result from several years of targeted work by Operation Vets Home with the veterans by name list as well as the dedicated resources available to veteran households. In the graph to the left, orange represents veteran headed households within the distribution of all active households.

Seniors (aged 50+)

2,855 of the active households are headed by a person aged 50 or older, making up 44% of all households on the by name list, and 56% of the adult-only households aged 25 and older. There are 555 active head of households aged 65 and older; 75 active head of households aged 75 and older. Scores range from 6 at the lowest vulnerability to 189 at highest vulnerability, with an average score of 98 and a median score of 99. In the graph to the right, senior headed households are shaded orange to show their distribution among all active households.

Distribution of Head of Households Aged 50+ (n=2,855) within the Prioritized Homeless Households (n= 6,425)

Lower Vulnerability ⟶ Higher Vulnerability