EveryOneHome
Ending Homelessness
in Alameda County

Leadership Board Meeting
Thursday, January 23, 2:00pm-4:00pm
Highlander Room
1404 Franklin St, Oakland
HCSA

Agenda

1. Welcome and Introductions   **2:00-2:15**

2. Review and Approval of December Minutes   **2:15-2:20**
                                                                        Approve

3. Local Revenue Measure Presentation and Discussion   **2:20-2:50**
                                                                        Discussion

4. Governance   **2:50-3:10**
   a. establish working group   *Approve*

5. System Performance Data and Discussion   **3:10-3:45**
   a. Returns to homelessness   *Discussion*
   b. *Racial Equity*

6. Other Committee and Project Updates   **3:45-4:00**

Leadership Board – December 12ᵗʰ, 2019

Attendance: Liz Varela, Paulette Franklin, Jill Dunner, Kristen Lee, Susan Shelton, Gloria Bruce, Vivian Wan, Moe Wright, Peggy McQuaid, Ray Bonilla, Riley Wilkerson, Suzanne Shenfil, Sara Bedford, Georgia Rudderow, Christine Ma, and Kerry Abbott.

Staff: Elaine de Coligny, Jessie Shimmin, Laura Guzman, Julie Leadbetter, Alexis Lozano, Dorcas Chang

1. **Welcome and Introductions**
    - Jill D. is ending her term on the Leadership Board. Staff is thankful for her contributions to the work.
    - Alexis L. is transitioning into the Data and Performance Analyst position. Dorcas C. will be taking over staffing for the Board.

2. **Review and Approval of October and August Minutes**

    - August Minutes:

        o *Moe W. made a motion to approve the August Minutes. Peggy M. seconded. The minutes were approved with three abstentions.*

    - October Minutes:

        o *Peggy M. made a motion to approve the October minutes. Gloria B. seconded. The minutes were approved with two abstentions.*

3. **2020 Rosters**

    - The Chair reviewed rosters for the Leadership Board, HUD CoC Committee, and Organizational Health Committee.

    - Nella is no longer the community membership representative but is now the member elected by the Leadership Board.

    - Katie is the member that was elected by the membership.

    - Riley elected by the HUD CoC Board.

    - Organizational Health Committee does not have a lot of big changes.

    - Staff will distribute a roster with name, organization, position terms, contact info, and term start and end date. Public posting will just have name, organization, position, and terms to the Leadership Board next week. Corrections include Peggy's title as Vice Mayor and Lara's new title.

    - *Peggy M. made a motion to approve the 2020 Rosters for Leadership Board, Organizational Health Committee, and HUD CoC Committee. Vivian W. seconded. The motion passed with no abstentions.*

4. **Committee and Project Updates**

- System Modeling – Jessie shared an update on the launch of System Modeling.

  o From the Leadership committee, there was a strong encouragement to be attentive to racial equity work and how to address that in system modeling. As a result, the timeline has been adjusted to do a deep dive of data by race.

  o The schedule for the System Modeling working groups was updated. The working groups schedule for December has been cancelled. The next working group will be scheduled for the end of January.

  o Jessie shared packet that has a preview of work that is to come. It is very preliminary since the work is just getting started.

    ▪ A request was made to call out big important areas in the data.

- Ballot Measure—Staff provided an update on the countywide ballot measure for homeless housing and services.

  o The Alameda County Board of Supervisors have expressed support for the measure.

  o There is a policy committee and they are working on determining uses of funds, geographic arrangement, administration and governance of allocation.

  o Once there is a draft, the committee will be sure to get feedback from stakeholders and consumers.

5. **Everyone Home Work Plan—**Staff proposed a tentative 2020 work plan and schedule for the Leadership Board.

- The meetings next year will focus on system performance, governance, and new resources including state and local funding.

  o For governance, staff is recommending a workgroup that would include folks shaping the governance of the local measure and the HUD CoC and Leadership Board to work through the spring

  o State funds – Depending on the timeline, there may need to be more discussion on the state HHAP funding. Alameda County is meeting next week to coordinate next steps on this. Moreover, the Leadership Board wants to integrate long-term advocacy strategies for ongoing resources into the workplan since this state funding is one-time only.

- *Susan S. made a motion to adopt the work plan for 2020. Peggy seconded. The motion passed with no abstentions.*

FY2018 Summary Assessment of Racial and Ethnic Disparity in Alameda County:
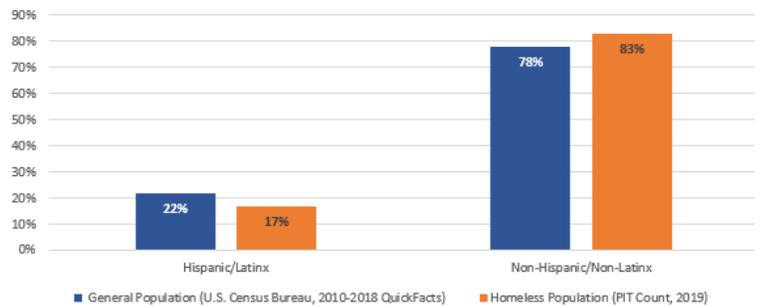## Housing Crisis Response System Access and Permanent Housing Outcomes

Racial Distribution of Alameda County's General Population Compared With Alameda County's Homeless Population
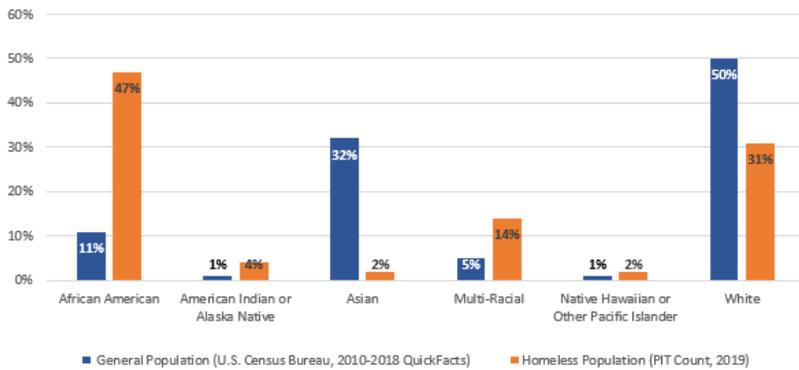
Comparing the general and homeless populations of Alameda County demonstrates the patterns of racial disparity that are visible throughout the United States. African Americans make up only 11% of Alameda County's general population, but 47% of its homeless population. American Indians and Alaska Natives similarly comprise 1% of the general population but 4% of the homeless population, a relative increase of 300%. By contrast, Asians appear in Alameda County's homeless population at a 94% lower rate than in its general population. And, Whites comprise a 38% smaller proportion of the homeless population than in the general population.

Ethnic disparities in Alameda County are slightly different from national trends. The National Alliance to End Homelessness's 2018 analysis, "Racial Disparities in Homelessness in the United States" showed slightly higher representation of Hispanic/Latino identified persons in the homeless population compared with the general population, Alameda County's 2019 Point In Time Count shows that Hispanic/Latinos make up a 23% smaller proportion of the homeless population than in the general population of Alameda County.

Ethnic Distribution of Alameda County's General Population Compared with Its Homeless Population

Given the disparities that are visible in the above population-level comparisons, the Continuum of Care is looking closely for racial and ethnic disparities in access to the housing crisis response system and permanent housing outcomes. The following analysis presumes that there may be some small variation in how racial groups appear across the homeless population, access the housing crisis response system, and exit to permanent housing, but that the variation should be within 3%. Homeless American Indian or Alaskan Natives, Asians, and Native Hawaiian or Other Pacific Islanders show levels of access and permanent housing outcomes that are consistent (identical or within 1%) with their proportion in the homeless population. Similarly, homeless Hispanic/Latinx and non-Hispanic/Latinx groups access the housing crisis response system and achieve positive outcomes at rates that are consistent with their proportion in the homeless population.

Comparing the Racial and Ethnic Distributions of Alameda County's Homeless Population, Access to the Housing Crisis Response System and Permanent Housing Outcomes (FY2018)
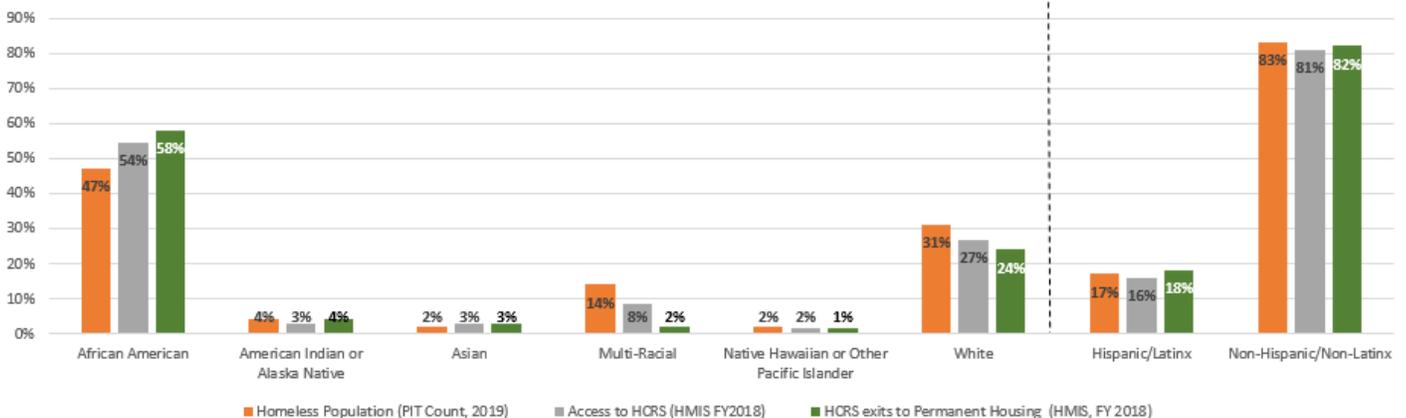
African Americans access the housing crisis response system at higher rates (+7%) and exit to permanent housing at slightly higher rates (+4% compared with access). Whites access the housing crisis response system at lower rates (-4%), but exit to permanent housing at rates that are consistent with their level of access (-3%) Those identifying as Multi-Racial access the system at lower rates (-6%) and exit the system to permanent housing at lower rates (-6% compared with access). These more substantial differences between the population, access to the housing crisis response system, and permanent housing outcomes raise questions and warrant further exploration.

In the past year EveryOne Home's Results Based Accountability (RBA) Committee began looking at returns to homelessness by race and ethnicity using FY2018 data. During the FY2018 year, CA-502 had a 15% rate of returns to homelessness over 24 months, which is represented by the orange line in the graph below. During that same period, people who identified as Native Hawaiian (22%), African American (20%), and Multi-Racial (18%) returned to homelessness at rates above the system average, while people identifying as American Indian or Alaska Native (8%), Asian (2%) and White (11%) returned at rates below the system average. People identifying as Hispanic or Latinx (11%) also had lower rates of return to homelessness than the system average. It should be noted that some racial groups have very small sample sizes, specifically Native Hawaiian (n=27) but also Asian (n=63), and American Indian or Alaska Native (n=64). A small sample size makes it difficult to know if the results are representative of the group as a whole.

Returns to Homelessness Within Two Years by Race and Ethnicity (FY2018)
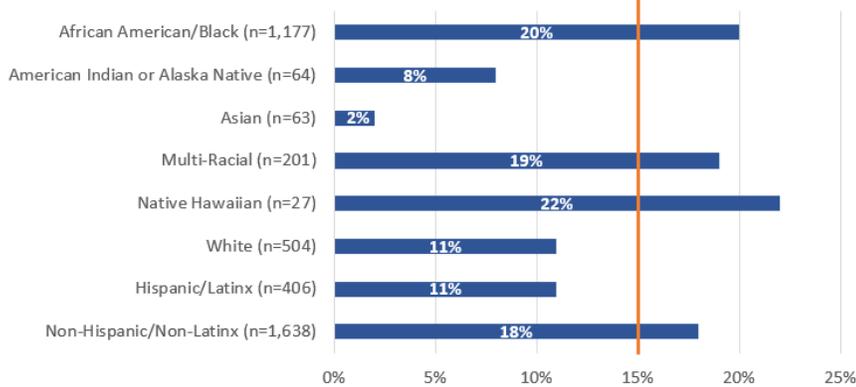
These data add nuance to the permanent housing outcomes data reported earlier. For instance, African Americans access the housing crisis response system and exit to permanent housing at proportionally higher rates, but they also return to homelessness at disproportionately higher rates. Alternately, homeless Whites access the housing crisis response system and exit to permanent housing at slightly lower rates, though appear to retain permanent housing at higher than average rates. Notably, people identifying as multi-racial appear to access the HCRS and exit to permanent housing at lower rates while also returning to homelessness at higher than average rates.

In the coming year the EveryOne Home Results Based Accountability (RBA) Committee will undertake a closer look at racial and ethnic disparities identified in this analysis with the goal of pinpointing best practices and addressing persistent problems. Activities will include sharing these data with partners and other stakeholders, conducting interviews and focus groups with consumers, reviewing data quality, and trying to connect the dots between population, system accessibility, obtaining and retaining permanent housing. We also intend to expand the analysis to consider how the prioritization tool works across racial and ethnic groups.

In the past year the CoC committed itself to developing racial and ethnic representation on the CoC board, EveryOne Home Leadership Board, and seated committees that reflects the homeless population in Alameda County. This commitment will continue to inform the CoC's approach to representation in the governance structure. Lastly, in the past year the CoC has made the coordinated entry assessment available in Spanish. However, critical materials including but not limited to information about coordinated entry, and the consent to participate in HMIS are still not available. Moreover the CoC recognizes, and is working to make all materials available in the four threshold languages.

Work Plan Updates for Leadership Board
January 2020

Leadership Board:

At the December 2019 meeting, the Leadership Board approved a work plan that will focus on system performance, governance, and new resources including state and local funding. We will continue to update the Leadership Board on the Local Revenue Policy and the adoption and endorsement of the 2018 Strategic Update to the Plan to end Homelessness.

Updates on the Home Together Revenue Measure:
As noted in previous reports, the Alameda County Board of Supervisors is working toward placing a sales tax measure dedicated to housing and homelessness on the November 2020 ballot. A Policy Committee facilitated by Kerry Abbott, Director of HCSA's new Office of Homeless Care and Coordination. She will update the Leadership Board verbally at the 1/23/2020 meeting.

The policy committee has met multiple times and is addressing the following topics:
- Overview, planning goals, principles
- Tax elements and examples
- Geographic and jurisdictional considerations
- Framework and use of funds
- Administration and oversight
- Framework review and stakeholder input plan

An ad hoc campaign committee is meeting bi-weekly to discuss fundraising and campaign development.

Updates on Plan Adoption:
The Plan Adoption has been placed on the agenda for the Hayward's city council meeting on February 4th. Staff is following up with City of Oakland. Staff is also working with County staff on the strategy for the Board of Supervisors. We hope to have a vote in February.

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 as 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:
- **HUD CoC Committee:** At its January 21st meeting the Committee passed the following recommendations from staff or other sub-committees:

a. **State of California's Homeless Housing Assistance and Prevention Program** funds will total $37,963,444 to our Continuum of Care geographic area. This one-time state resource will come to us in three separate pots—$19.7m directly to Oakland, $9.5m to the CoC, and $8.8m to Alameda County. The three recipients must coordinate uses and provide letters of support to each other for inclusion with the application, which is due 2/15/2020. Staff recommended: 1) the CoC Committee designate HCSA as its Administrative Entity to apply for and contract out the CoC portion of the funds; 2) That funds be awarded for countywide permanent housing solutions (up to 2m) and prevention (up to 5m) with smaller amounts for system supports, planning, youth and admin; 3)A collaborative process with HCSA for selecting contractors and overseeing implementation. The staff memo is included for reference. All three recommendations carried.
b. **The HMIS Data Quality Plan** recommended by HMIS Oversight was passed. A second recommendation to contract with Bitfocus, our software vendor, to complete the Coordinated Entry restructure in HMIS to meet HUD's April 1st deadline was also approved.
c. **The CE Management Entity Selection process** proposed by System Coordination Committee was approved and the SCC was authorized to implement the process on behalf of the CoC.

   • **HMIS:** The HMIS Oversight Committee met in January and recommended the most recent iteration of the Data Quality Plan be approved by the HUD CoC Committee at its next meeting. They also voted to make a project management recommendation to CoC Board. The committee will shift to having weekly meetings to focus on HMIS restructure of Coordinated Entry. Other priorities for 2020 include working with the HMIS Lead to revise the MOU that governs the relationship, update policies and procedures including the Privacy Policy, Security Policy, and new agency onboarding materials.

System Coordination Committee and Coordinated Entry Updates:

Coordinated Entry Management Entity: HUD CoC approved a process to designate a CE Management Entity and instructed staff to draft a Request for Interest.

Coordinated Entry Evaluation: EveryOne Home completed the first annual Coordinated Entry Evaluation and presented findings to the System Coordination Committee. The CE Evaluation is now available as part of the January 8, 2020 Pre-Meeting Materials on the System Coordination Committee page of the EveryOne Home website.

Dynamic System Management and CE Refresh: System Coordination Committee has engaged Coordinated Entry expert Katharine Gale, to conduct an assessment and a set of recommendations for improvement of CE. Draft report was submitted to SCC Co-Chairs on 1/22 and will be reviewed by SCC in February to set an action plan. Partners will need to secure more funding for Katharine if the hope is to have her support the action plan implementation.

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 in January and reviewed the Coordinated Entry Evaluation, the Racial and Ethnic Disparities data, and System Modeling updates. The Committee will meet next in February and look at changes in the APR.

System Modeling And Pathway Design Update: As an extension of the unsheltered homelessness initiative made possible by HUD, Abt Associates has been facilitating a system modeling process in Alameda county. System modeling will answer the following questions:

- What combinations of housing and services do we need to end homelessness among adults, households with minor children, youth veterans, victims of domestic violence, and persons with severe mental illness?
- How much do we need of permanent supportive housing, rapid re-housing, homelessness prevention, housing problem solving, flex funds, long term shallow subsidies, transitional housing, emergency shelter, housing navigation, and outreach?

Foremost, system modeling is about defining the inventory resources that are needed to end homelessness and making concrete plans for realizing those resources. Work has been divided between two groups: one focusing on adult-only households, and the other on households with minor children. Sub-populations, such as veterans, transition aged youth, and victims of domestic violence will be addressed within each working group. The work also includes a Leadership Committee that will check in on the modeling work at key decision points and evaluate the feasibility of the model. The Leadership Committee is comprised primarily of county and jurisdictional elected officials, Continuum of Care and collective impact leaders, philanthropic funders, housing authority EDs, and regional VA leaders.

Guided by the working groups' values statements and encouragement from the Leadership Committee, an ad hoc working group on Racial Equity has formed. The working group is strives to provide an analysis of racial and ethnic disparities in homelessness that can be used to embed racial and ethnic equity in the system models. The work has included looking at existing administrative data and conducting focus groups toward understanding the root causes of homelessness among African Americans, American Indian and Alaska Natives, Pacific Islanders, and Spanish speakers.

Progress on the system models will be brought to Leadership Board for discussion and input in January and March 2020. If you're interested in participating, please see Jessie Shimmin for details.

HHAP Uses and Allocations Recommendations with Questions for HUD CoC Committee

HHAP CoC Priority Uses/Allocations			Notes/Considerations
Housing Solutions	**$ 7,000,000**		
Combination of permanent housing solutions included in Eligible Use Categories: Rental Assistance /Rapid Rehousing, Operating Subsidies and Reserves, Delivery of Permanent Housing	$ 2,000,000		Does CoC want to be more prescriptive? I.e. backfill the FMR gap from the HUD Award
Countywide diversion, housing problem solving	$ 5,000,000		
Suggested 60% proportion of HPS Staffing		$ 3,000,000	Evidence-based practice is to have HPS staff specialists, not just provide financial assistance
Suggested 40% proportion of HPS Financial Assistance		$ 2,000,000	
Systems Support	**$ 748,965**		
Proposals could include HPS training, HRC support, CE management entity, or other system support	$ 748,965		Does CoC want to be more prescriptive? I.e. Only HPS training or only CE management entity
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	$ 283,499		Direct allocation to CoC Lead Agency consistent with HUD planning grant
Youth 8%	**$ 755,997**		
Any eligible uses as long as it in consultation with and responsive to Youth Action Board recommendations, 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**		

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 that 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
- Quarterly monitoring 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 included in Eligible Use Categories: Rental Assistance /Rapid Rehousing, Operating Subsidies and Reserves, Delivery of Permanent Housing	$ 2,000,000	
Prevention and Diversion to Permanent Housing (Housing Problem Solving)	$ 5,000,000	
Suggested 60% proportion of HPS Staffing		*$ 3,000,000*
Suggested 40% proportion of HPS Financial Assistance		*$ 2,000,000*
Systems Support	**$ 748,965**	
Proposals could include HPS training, HRC support, CE management entity, or other system support	$ 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	$ 283,499	
Youth 8%	$ 755,997	
Any eligible uses as long as it in consultation with and responsive to Youth Action Board recommendations, 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 $7,000,000 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 quarterly to review spending and outcomes of HHAP.