EveryOne Home
Ending Homelessness
in Alameda County

Leadership Board Meeting
Thursday, September 24th, 2:00pm-3:30pm

Topic: EveryOne Home Leadership Board Meeting
Time: Sep 24, 2020 02:00 PM Pacific Time (US and Canada)

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Agenda

1. Welcome and Introductions   **2:00-2:10**

2. Review and Approval of July Minutes   **2:10-2:15**
Approve

3. Staff Update   **2:15-2:45**

4. Leadership Board Retreat Update   **2:45- 3:00**

5. Sales Tax Measure Update   **3:00-3:15**

6. Project Updates   **3:15-3:20**

Leadership Board Meeting
Meeting Notes
Thursday, July 30th, 2020

Meetings are public. Homeless and formerly homeless Alameda County residents are encouraged to attend. Public Comment will be taken at the beginning of each meeting and is limited to 2 minutes per person. Click here to learn more about the public participation policy.

The regular meeting of the Leadership Board Committee was called to order at 2:06 p.m. on July 30th on Zoom by Moe Wright

Present:
Katie Martin (Membership Representative), Moe Wright (BBI Construction), Liz Varela (Building Futures), Peggy McQuaid (City of Albany), Doug Biggs (Alameda Point Collaborative), Claudia Young (City of Livermore), Paulette Franklin (Alameda County Behavioral Health Care Services), Vivian Wan (Abode Services), Georgia Rudderow (Red Oak Realty), Michelle Starratt (Alameda County Housing and Community Development), Gloria Bruce (East Bay Housing Organizations), Christine Ma (UCSF's Benioff Children's Hospital Oakland), Suzanne Shenfil (City of Fremont), Sara Bedford (City of Oakland), Jessie Shimmin (EveryOne Home), Ja'Nai Aubry (EveryOne Home), Alexis Lozano (EveryOne Home), Courtney Welch (EveryOne Home), Dorcas Chang (EveryOne Home)

Absent:
Kristen Lee (City of Berkeley), Wendy Jackson (East Oakland Community Project), Colleen Chawla (Alameda County Health Care Services Agency), Lori Cox (Alameda County Social Services Agency), Kelly Glossup (Alameda County Sheriff's Office), Nella Gonclaves (One Treasure Island), Darin Lounds (Housing Consortium of East Bay), Ray Bonilla (Kaiser Permanente), Susan Shelton (At-large Representative)

The committee reached a quorum so it can vote on items at this meeting.
Notes

1. Welcome and Introductions   2:00-2:10

- Members introduce themselves and share announcements.
- EveryOne Home's new staff Ja'Nai Aubry, Director of CoC Strategies, and Courtney Welch, CoC Specialist introduced themselves to Leadership Board.

2. Review and Approval of May Minutes   2:10-2:15
Approve
- Correction on item 4, it says "Kerry provided an update on police framework." It should be "policy framework."
- *Moe made motion to approve with edit. Doug seconded. One Abstention. Opposed: None.*

3. Leadership Board Retreat Update   2:15-2:35

- The retreat planning committee is looking for a time that fits in late August for the first session.

- At this retreat, the Board think about the past and future of EveryOne Home and ending homelessness. The planning committee wants to get as many people as possible to attend.
- The meeting will be three hours for each session.
- First task for the committee is getting names for a consultant for a facilitator. Claudia sent one in and Kerry provided some suggestions.
    - Send suggestions within the next week or so for the committee to line up a consultant.
- **Discussion**
    - **What kind of consultant you are looking for?**
        - The process is going to be three steps.
        - First one is to look at the roots of the organization, its place and purpose in ending homeness in Alameda County. More of a report out and clarification. This first part will not need a lot of facilitation.
        - Next two will be to come up with a vision that fits with the way the Board understands the new forming solution to end homelessness that construct the different visions people have. It will require someone to navigate and weave those things together, have remote experience, and be sensitive and knowledgeable about the racial equity piece.
        - The consultant should provide an outline or document that includes principles and directions for a timetable to implement this vision.
    - **Selecting a consultant**
        - Planning group will meet, vet and select a consultant. Planning group volunteers include Kerry Abbott, Elaine de Coligny, Paulette Franklin, Susan Shelton, Vivian Wan, and Moe Wright

4. EveryOne Home Planning Grant Contract Update   2:35-2:50
- Jessie does not have the clean copy of the final version yet and will send it when she gets it.
- Originally in the contract, there was language that representatives from Alameda County, Oakland Berkeley would approve amendments to the governance charter but that language has been taken out since people from the contract meeting believe that the Leadership Board would be sufficient to give approval given that there are three county department and cities representative on there.

5. Sales Tax Measure Update   2:50-3:00
- Through the EveryOne Home Plan, there was a real recognition for a need for a local flexible source for a homelessness fund and out of that came a sales tax measure that would create 150 million a year. Before COVID, the measure polled well enough to get support and build support in Board of Supervisors. During the Shelter In Place, there was a second poll on two measure, a general sales tax measure and a companion measure that would direct BOS on how to use the funds. The second one polled better.
- Because a general sale tax only takes 50% plus one to pass and a specific sales tax takes two thirds, the steering committee concluded to go with a general sales tax.
- Supervisor Chan decided that it would be a single ballot measure as a general tax measure and language imply it could be used for homelessness but in the campaign, it will be used for homeless services.
- On Tuesday (8/4), BOS will be voting on adoption of the plan developed by advisory committee which includes principles on which the funds will be spent. Sharon and Gloria are looking for people to support the plan on Tuesday. Contact Moe or EOH if you are interested in providing public comment during 11am to 2pm.

- We got a lot more fundraising accomplished, close to 300k of commitment and shooting for 500-700k for the whole ballot measure. Kaiser is the biggest single donor.
- **Discussion**
  - What is being voted on by BOS is lot less prescription and descriptive than some of the items discussed. By having the adoption of the plan, it would commit the Supervisors, not legally, to spend the money raised by the measure on items in the plan.
  - Did the committee work on how to create more guidance?
    - There is an advisory panel.
    - That level of detail is not what BOS are voting on. Hope is that we can get something better descriptive of how community at large can have some input on use of funds.
    - It is important to keep in mind that the polling held relative strong and it is going to take a conservative advocacy effort. Because there is no legal way to bind them, BOS is going to have to feel publicly accountable.
    - Now that BOS has voted to put on the ballot, the Board must be ambassadors and continue pushing for it since it has a good chance of winning.
  - What is the plan being called? And who has formulated the plan?
    - It is called the Home Together Plan to End Homelessness in Alameda County, formulated by a group that includes providers, EOH, supervisors, etc. Final writing was by Kerry Abbot and Aneeka Chaundry.
    - The policy committee came up with the original principles. There is a lot of the system modeling work and racial equity work incorporated in the plan.
    - Cities were included in the discussion on the policy framework before the policy document was finalized.
  - Is the plan that was sent in the Leadership Board packet what is being presented at the BOS next week?
    - What is in the board packet is not the plan. Dorcas sent out the draft board letter and the plan right before the meeting started.
    - What was included in the packet was the campaign piece which is written in way to follow more of the polling and what the electeds are interesting in solving.
    - The board letter asks BOS to adopt the Home Together Plan which is the policy framework and the larger plan that includes system modeling. Should BOS suddenly have a revenue measure for example, they would invest it based on the plan.
      - If people are willing to speak in support of the plan, there is a 3-hour public comment period during the BOS meeting tomorrow.
      - If people can't attend and want to submit written comments for support, email clerk of the Board: Campbell-Belton, Anika, CBS Anika.Campbell-Belton@acgov.org.
      - Thinking of having someone on call to text people of when public comment comes up. Moe is working on coordination of speaking with Sharon and will get back to the committee after.
    - The actual priorities are in the plan document and they do emphasized housing as a solution to homelessness. It talks about prioritizing housing and specifically highlights shallow subsidies and deeply affordable housing that are not available in the system right now but are high priority when we did racial equity works and system modeling work.

6. COVID Response Update   **3:00-3:15**

- With COVID, there is a lot of federal money that is coming into the county and cities to address homelessness. Some of it come through the CARES Act and Emergency Solutions Grant. Michelle gave a presentation on what the County is doing with the funding.
    - It is helpful to see the big picture of what is happening with COVID funds.
    - HCD is closely monitoring federal legislation. Unless Heroes Act passes, there has been no money for rental assistance which is really concerning.
    - In general, housing market and rental markets are going to be impacted which will impact low and extremely low renters.
- Oakland Update
    - Extremely grateful for the ESG influx (21 mil)
    - HHAP is extremely flexible and ESG is less flexible and more focus on shelter and interventions. Oakland learned that they can't use ESG for everything and had to figure out how those funds work together.
    - Using ESG to sustain emergency interventions.
    - Trying to free up close to 15 mil for permanent housing.
    - Closer partnership with county with hotels, trying to preserve 10 mil for operating subsidies for purchasing of building and to do that with HHAP.
    - Rough proposal in place that lines with the County plans and Oakland's Path Plan.
- With 600 mil in state funding that is available for purchasing hotel, how is that being considered by the County?
    - There is a team that includes Michelle, Kerry, and GSA working on this.
    - There is a lot of hotels who have expressed interest in potential purchase.
    - 550k is CARES money that needs to be spent this year.
    - Alameda County can purchase up to 100k per a room/door without County match other than the ongoing match. If the County goes up to 100k, the next 50k would have to be match, and if it goes up to 200k, then it would be a 2 to 1 match.
    - Priority period is from now to August 13th .
    - Requested appraisal from at least 4 different parts of the County,
    - Oakland working on additional application.
- How is it looking for outside of Berkeley/Oakland since there is less hotels, etc?
    - It really depends what the per door cost ends up looking like.
- City of Fremont Update:
    - Didn't get ESG funds directly but did get CDBG Cares funding and got almost a million
    - 100k went to Islander hotel, added rooms for people who are 65 and older and COVID immune compromised. Now Fremont has 35 rooms and 42 people housed at the Islander.
    - Bulk of money is split between grant and small businesses.
    - 400k went to rental assistance for low income households.
    - Asked by Union City to administer similar renter program for their city.
- Joyce MacAlphine from the HUD technical assistance team that helped us on system modeling has been assigned to us for .75 FTE. EveryOne Home is looking for input on how to best utilize this team to provide help and support.
    - Some suggestions include how to leverage resources that make structural contributions down the road, thinking about how COVID impacted the modeling work since it was

design in pre-COVID time, help or presentation about FEMA reimbursement, how to build strong relationships with Housing Authorities.
  - o If anyone has a suggestion, send them to Jessie.

7. Filling Leadership Board Vacancy   3:15-3:25

Approve

- Chris Gouig (Housing Authority of the County of Alameda) retired in the spring and thinking of how to fill that seat. It will be an interim position to fill until the end of Chris's term (2020).
- There is interest in recruiting a representative from the Housing Authority and HACA did hire a new Executive Director. Jessie sent the biography to the committee.
- There is value in having someone from the Housing Authority. While HACA has been a great partner, there are other housing authorities and the Board wants to be mindful of the racial equity they want to build in this committee.
  - o Oakland Housing Authority has a new director, Patricia Wells. She has participated in the System Modeling work.
  - o City of Alameda Housing Authority is another potential to reach out to.
- The board does not necessarily have to fill this position. There will be larger nominating process later this year and the retreat will inform the committee of who should be included in the committee.
- Leadership Board decides not to fill the vacancy and directs EOH Staff to reach out to Housing Authorities to see if there's any interest to join the Board and cultivate relationships with Housing Authorities.

8. HUD CoC Committee Vacancy Update   3:25-3:30

- Included in the board packet is a memo on selection criteria for filling the vacancy on HUD CoC Committee and HMIS Oversight Committee.
- Currently, EOH Staff is looking for someone to fill the position until the end of the year.
- An announcement was sent to EOH email list and targeted outreach list for someone to meet the criteria (lived exp, person of color, interest in serving on both committee)
- Received responses from 11 people including 4 consumers and 6 people of color.
- EOH staff asked additional HUD CoC members to join nominating work group. Suzanne Shenfil and Claudia Young from the Board were also willing to help with selection.
- Next HUD CoC Committee meeting is on August 18th. Hope to have recommendation soon.
- If any board members are interested in joining nominating committee, they can reach out to Ja'Nai.
- Doug is resigning as co-chair of HUD CoC Committee and will stay on until next co-chair is selected to create space for people of different voices to help improve equity.

9. Update on Elaine – Elaine is recovering, and we have received her opinion on some things. She is scheduled to start working for as much as she can on August 11th. Overall, she is feeling a lot better and there will be an announcement before our next meeting.

Adjournment
Meeting was adjourned at 3:44 p.m. by Moe Wright. The next meeting will be on Thursday September 24th from 2 p.m.-3:30 p.m.

Notes submitted by: Dorcas Chang
Reviewed by: Jessie Shimmin and Moe Wright

EveryOneHome
Ending Homelessness
in Alameda County
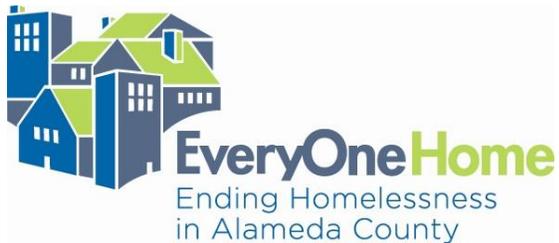
September 21, 2020

Dear Colleagues,

It goes without saying that 2020 has been a year of tremendous upheaval, full of threats and opportunities. Not only have we faced COVID-19 and suffocating wild fires, the depths of racial injustice and the health, housing inequities that our society has perpetuated for too long call us each to account for what we will do to bring about a more just future. With this context as backdrop to my own personal health struggles, I have wrestled with how I want to contribute going forward. My commitment to ensuring everyone has a safe place to be home remains as strong as ever, but my vision of the role I will play has changed.

I am submitting my resignation as EveryOne Home's Executive Director effective 11/06/2020. We are at an inflection point in this movement to end homelessness, and I firmly believe it is the right time for a new leader to serve at the helm of EveryOne Home. I intend to stay involved in the work to end homelessness as an independent consultant.

I am proud of the work we have done together throughout my tenure as Executive Director of EveryOne Home. I leave confident that the framework we built in our 2018 Strategic Update to the original Plan to End Homelessness provides a solid roadmap for moving forward. It reiterates the importance of keeping people housed and expanding the amount of permanent homes available while ensuring safety and dignity for those experiencing homelessness right now. That framework has been adopted by multiple cities, and informed the Plan adopted by the County for use of local Measure W funds. It shaped the System Modeling completed this year which identifies the number of units for a wide range of permanent and short-term housing interventions. The Racial Equity Analysis Report we created together as a community reminds us, we don't get to racial justice with the people in leadership we have always had. Finally, the strategic planning for governance we will undertake this fall gives us the opportunity center our commitment to equity, while allowing EveryOne Home and our jurisdictional partners to lean into our strengths and unique contributions. We are poised to take full advantage of new resources and new levels of commitments from local, state, and federal government with innovative strategies and streamlined equitable governance.

It has been an honor to work alongside the brilliant and dedicated people in Alameda County committed to ending homelessness and as I prepare to pass the torch, I remain confident in the vital role EveryOne Home plays in this critically important work.

The Organizational Health Committee is pulling together a small group to identify what the organization needs in an Interim Executive Director and how best to support the strategic planning efforts and search for the permanent ED. The plan is to have the Interim in place before my departure.

Thank you all for your support of the work and of me personally, during a difficult and life changing medical odyssey. I look forward to supporting our efforts wholeheartedly in my new career.

Sincerely,

Elaine de Coligny
Executive Director

Date: September 21st, 2020

From: Moe Wright, Chair of the Leadership Board

To: Leadership Board

Re: Transition Planning

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It is with gratitude for the many years of service leading EveryOne Home that we acknowledge the resignation of Elaine deColigny as our executive director. We wish her well as she continues her career in the movement to end homelessness. Her transition comes at a time when elements affecting the outcome of homelessness are reaching a confluence. Economic and social patterns are driving more people out of their homes. The pandemic and resulting recession exacerbate this trend. In part due to the work of EveryOne Home, the response in our county is gathering strength. The County has a newly formed Office of Homeless Care and Coordination, the Home Together plan has been adopted, and a local source of funding to support the plan is on the ballot. In addition, there is recognition that the fight to end homelessness is entwined with the movement for racial justice. In the midst of this, the Leadership Board finds itself looking for clarity of purpose in the coming era. Over the next few months, we will define the course of our organization in the movement to end homelessness.

The process of moving forward has been considered by the Organizational Health Committee. The committee recognizes that it would be difficult to recruit and install a new executive director before our retreat and strategic planning process is complete. Elaine will be stepping down in early November and the planning may not be complete until the end of the year. They recommend that an interim executive director be hired until a search and selection for a new E.D. can be completed sometime in 2021.

Three members of the Organizational Health Committee have volunteered to select the interim E.D. They are Darin Lounds, Dan Sawislak and Moe Wright. Alexis Lozano will represent the staff on the selection committee. We would like to get one or two members of the Leadership Board to serve as well. The work of the committee will start as soon as it is formed.

Finally, this is an opportunity for our organization to re-set and rededicate itself to the cause of ending homelessness in a fair and inclusive way. We welcome the challenge to strengthen the role of community and the pursuit of racial justice as we embark on this new chapter. Thank you to all of you who have served and continue to serve in the movement.

Date: September 24ᵗʰ, 2020

From: Moe Wright, Chair of the Leadership Board

To: Leadership Board

Re: Resolution to Establish an Interim Executive Director Search Committee

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Background: After thirteen years of service, Elaine de Coligny will be stepping down as EveryOne Home's Executive Director. The Organization Health Committee has considered a process for moving forward. As noted in the board packet, the Committee recommends hiring an Interim Executive Director for the period of strategic planning and search for the permanent replacement. The Committee further recommended establishing a search committee to craft the job description for the Interim and recruit and vet candidates. After review of the current Governance Charter, I as the Chair of both Org Health and the Leadership Board, think it is appropriate for the Leadership Board to establish the search committee, give parameters for who should serve, and articulate the charge of the Committee. The DRAFT resolution below has a few options for the Board's consideration prior to taken action.

The Resolution: The Leadership Board of EveryOne Home hereby establishes an Interim Director Search Committee to be composed of up 4-7 members, including but not limited to, the Board Chair, Org Health Members, a staff representative and other Board members. The Search Committee will reflect our diversity of stakeholders, with a focus on racial equity.

> **Question:** Are these membership parameters adequate for the Chair to recruit and seat the Committee, or does the Leadership Board want to vote electronically on the roster itself?

The Selection Committee will draft that job description and qualifications, recruit and vet candidates, and recommend a top candidate(s) for final selection to the:

> **Option 1:** The Organizational Health Committee

> **Option 2:** The Leadership Board

Discussion: The primary role of the Interim ED will be to maintain the organization during the strategic planning process and search. It was not envisioned that the Interim ED will undertake major change during their tenure. Organizational Health's thinking was that it would be ideal to have an Interim Executive Director selected as close to Elaine's departure as possible, making timeliness a consideration for the options above. Org Health is identified in the Governance Charter as the Advisory Board for Tides which does have the charge to hire and fire the director. Our Governance Charter states Org Health is responsible for evaluating the ED and succession planning. Org Health is a Committee of the Leadership Board, therefore either option for selecting the Interim would appear to be accounted for in the Governance Charter, though not explicitly articulated.

Date: September 21ˢᵗ, 2020

From: Moe Wright, Chair

To: Leadership Board

Re: Retreat Planning Committee Update

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The EveryOne Home Retreat Planning Committee (members: Susan Shelton, Vivian Wan, Paulette Franklin, Kerry Abbott, Moe Wright and staff, Ja'Nai Aubry, Elaine de Coligny and Dorcas Chang) have been meeting weekly since our last leadership board meeting. We have drafted a vision and statement of outcomes and put that into a request for proposal letter. We targeted a team of consultants we thought would best serve our retreat. They are C4 Innovations with Regina Cannon as our contact and Kathie Barkow of Aspire Consulting as a local liaison. Interviews went well and during negotiations Regina Cannon could not commit to our schedule as she had to cover for illness in her staff. We are considering other alternative consultants.

The outcome is that we cannot set our schedule until we secure a facilitator team. We are still targeting a three-session retreat and we certainly hope that it will start in October.

Another main discussion has focused on recruiting people with lived experience of homelessness for the retreat. The committee believes that it is important to elevate the voices of people with direct experience with homelessness as we envision an organization that can help end it. We are hoping to get ten qualified people.

Finally, the objectives and expected outcomes of the retreat have been refined. Because the response to the homeless crisis is changing, the committee made looking at the need for our governance of the movement to end homelessness to adapt in the context of the County response, HUD requirements and racial disparity. It is important to position the Leadership Board, the Continuum of Care Committee and sub-committees as well as the organization in the most effective posture to generate and follow through with effective, evidence-based solutions.

I regret that this process is taking so long and I appreciate your patience as we move toward a meaningful and fruitful retreat.

MEMORANDUM

Date: September 4, 2020

From: Retreat Planning Committee

To: Regina Cannon, C4 Innovations

            Kathie Barkow, Aspire Consulting

Re: Request for price proposal, work plan and timeline for project

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Thank you for your interest in working with Alameda County's Continuum of Care and collective impact partners to reimagine our governance such that it centers equity and is responsive to changes in the field and our community. We are excited to combine C4's expertise in organizing systems for racial justice as project lead with Aspire Consulting's deep historical knowledge of how this community has worked together to address homelessness. We hope that the scope outlined below gives you the information you need to connect with each other, determine a work plan, division of labor, timeline, and budget for this project.

Expected Outcomes for the Project:

1. A vision of equity centered governance for operating the housing crises response system and the Continuum of Care.
2. Define how we accomplish our governance vision, what functions are needed?
3. Determine how each group/ entity helps us meet our governance vision. What role do we each play?
4. Memorialize the changes in the CoC Governance Charter and MOUs as needed

Approach:

The Planning Committee wants the work completed by the end of October. It has envisioned a series of three ½-day retreats starting in late September. The annual CoC membership meeting usually occurs in October.

Invitees will include members of the Leadership Board (est. 25 persons) the CoC Committee (9 persons), and potentially other key informants, such as additional persons with lived expertise (PLE) who were part of the System Modeling and Equity Analysis work completed earlier this year. The goal is to have a minimum of 10 PLE actively participating the Leadership Board, CoC and Committees currently have seven.

Participants have varying knowledge of: current CoC governance; changes to how County and City governments are organized to address homelessness; state and federal requirements around governance and decision making.

In your proposal please address the following:

A. How you will structure the sessions to achieve the outcomes, including the technology platform and ensuring equitable access for all participants
B. What document review/stakeholder interviews you will need to structure an effective process
C. How you will utilize or modify existing materials on governance and equity analysis to inform/level set with all participants without overwhelming or constraining them
D. Whether you think the annual membership meeting can be used to support this process, and if so how

E. What you need from the Planning Committee members and EOH staff
F. Budget for total project and each firm, including whether you are proposing a single contract or each firm wants its own
G. Proposed timeline

You can address questions to Elaine de Coligny, EveryOne Home's, Executive Director at edecoligny@everyonehome.org.

We are happy to receive combined proposal or one from each of your firms that makes clear how you will be working together. We would ask that you return the proposal as soon as feasible, but no later than 12:00 p.m. PST, September 11th. Proposals can be emailed to the same address.

Date: September 21st, 2020

From: Moe Wright, Chair of the Leadership Board

To: Leadership Board

Re: Home Together Measure W Campaign

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The campaign to pass Measure W is in full swing. Campaign consultant CliffordMoss is leading the active campaign and is guided by a steering committee consisting of Sharon Cornu, Gloria Bruce, Dave Brown, Moe Wright, Jennifer Lucky, and Kerry Abbott. The committee meets weekly, and sometimes the committee is joined by others. The government members are participating on their own time.

A budget of $650,000 has been established, and the majority of it has been raised as of the writing of this memo. The lead supporters are the Kaiser Foundation, Chan Zuckerberg Initiative, San Francisco Foundation and SEIU. Fundraising is continuing and non-tax-deductible donations can be made at the website https://www.hometogether2020.org/

Just to remind you, the measure put on the November ballot by the B.O.S. is a ½ cent general sales tax. The supervisors have also adopted the Home Together Plan to End Homelessness in Alameda County and have said that they will use the proceeds of the tax to fund the plan. It was arranged this way because the threshold to pass a general sales tax is 50% plus one and to pass a specific tax it is 2/3 of the vote. Even though the measure polled above the 2/3 threshold it was decided that since the election will be held in a pandemic and recession, the lower threshold will create a better chance of passage.

The main thrust of the campaign right now is recruiting and training volunteers and members of the Leadership Board are encouraged to help out in their organizations. Volunteers will be calling and texting voters. The campaign is also training speakers to address groups interested in learning about the measure. You may contact **Keara O'doherty** kearaodoherty@berkeley.edu who is organizing volunteers.

Attached to this memo is a one page flyer. The plan that was adopted by the supervisors is attached at the end of the board packet for reference.

Vote YES on Measure W

Your YES vote on Measure W will address Alameda County's homeless crisis, protecting our most vulnerable neighbors: seniors, veterans, families and people who can't keep up with skyrocketing housing costs and are homeless or at risk of losing their homes.

Measure W provides urgently needed funding that Alameda County can use to:

- ▶ Provide housing assistance, mental health resources, and substance use treatment for our most vulnerable residents.

- ▶ Help people who are at risk of homelessness stay in their homes.

- ▶ Increase hygiene and sanitation services.

- ▶ Support homeless veterans, seniors and families with services.

- ▶ Increase employment opportunities through job training.

- ▶ Shelter people experiencing homelessness to reduce COVID-19 impacts.

Very low-income individuals and families already at risk of becoming homeless are most vulnerable during our public health crisis. This measure will help keep people who are risk of homelessness in their homes and shelter people who are experiencing homelessness.

Housing prices are out of control. Seniors, veterans, people with disabilities and others living on a fixed income can't afford rents.

80% of those who are currently experiencing homelessness in Alameda County lived here before losing their home. This measure will help prevent local residents from becoming homeless in the first place.

Read the *Home Together Plan.* Built by policy experts, service providers and community members, it is available on our website below.

ELECTION DAY IS TUESDAY, NOVEMBER 3.

I WILL:

- ☐ **ENDORSE** Measure W. My signature authorizes public use of my name in campaign mailers, local newspapers, and the campaign website.

- ☐ **PLACE A SIGN** in my yard or my window. Signs will be available in mid-September.

- ☐ **VOLUNTEER.** Contact me to discuss volunteer options!

- ☐ **CONTRIBUTE** to the Campaign.
  Make checks payable to: *Home Together 2020*
  (Contributions are not tax deductible.)

YES ON **W**
HOME TOGETHER 2020

JOIN THE CAMP AIGN!

Name _____

Organization _____

Title _____

Address _____

City _____ State _____ Zip _____

Phone _____

E-mail _____

Signature _____ Date _____

Occupation/Employer _____
(Required by the CA FPPC/state law. Contributions are not tax deductible.)

☐ Check here to endorse as your organization.

Please complete this form and send to ▶   **Home Together 2020**
PO Box 1293, Alameda, CA 94501

E-mail: team@hometogether2020.org

Or visit us online ▶   **www.hometogether2020.org**

Work Plan Updates for Leadership Board
September 2020

Leadership Board:

At the July 2020 meeting, the Leadership Board received updates on the EveryOne Home contracting process, COVID response activities, the Home Together Revenue Measure, the strategic planning retreat, and filling vacant seats on Leadership Board and HUD CoC Committee.

Office Location Update:
Due to COVID-19, EveryOne Home will be closing the office at 101 Callan Ave in San Leandro at the end of September. Staff will be working remotely for the foreseeable future. EveryOne Home's new mailing address is 1271 Washington Ave. #619 San Leandro, CA 94577.

Updates on the Home Together Revenue Measure:
The Alameda County Board of Supervisors has placed a sales tax measure—Measure W—on the November 2020 ballot. A general tax measure, the Measure W policy framework builds upon the strategies developed in the racial equity impact analysis and homeless system modeling project (described later in this update).

EOH hosted the first of three online trainings on the Home Together 2020 Measure and introduced the Speakers Bureau initiative. The Speakers Bureau consists of individuals from the community that will act as advocates for the campaign, sharing details of the measure with their network of community groups and organizations. The training provides interested speakers with an overview of the measure, information pamphlets they can provide to voters, and a script they can work from when discussing Measure W. Additional trainings will be held on September 29th and October 13th. To learn more or to participate in an education and training webinar please email Courtney Welch: cwelch@everyonehome.org

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:** From June to September 2020**,** the HUD CoC Committee approved the following recommendations from committee members, staff or other sub-committees:
  a. **Housing Inventory Count (HIC):** In June 2020, HUD CoC approved the annual HIC which is the total count of shelter, transitional housing, permanent supportive housing and rapid rehousing beds/units available for people experiencing homelessness in our Continuum of Care for submission to HUD.

b. **Election:** In August 2020, HUD CoC approved the nominating committee's recommendation to elect Tunisia Owens (Family Violence Law Center) to the open HUD CoC and HMIS Oversight committee seats.

c. **NOFA Committee**: In August 2020, HUC CoC seated the 2020 NOFA committee in preparation for the FY2020 NOFA. The FY2020 NOFA for COC funding has not yet been released as HUD has been working with Congress to obtain a waiver of the legal requirement for a competitive FY2020 NOFA process.

d. **Point in Time (PIT) count:** In September 2020, HUD CoC approved the process for establishing a PIT count committee that will consist of members from local community-based organizations, service providers and city /county agencies. The committee will develop recommendations for a safe, effective PIT count methodology. HUD is considering waiving the requirement for a PIT survey and may make additional changes to reduce the risk of spreading COVID-19.

HMIS Oversight Committee:

The HMIS Oversight Committee is a subcommittee of the HUD CoC Committee. It is responsible for developing policies and setting a strategic agenda for the HMIS. HMIS Oversight is a seated committee. It meets on the second Wednesday of each month by zoom. More information on the HMIS Oversight Committee can be found on the EveryOne Home website.

Updates:

The HMIS Oversight Committee met in August and September. In August the committee approved the changes to HMIS that are necessary to achieve the outcomes recommended by the Coordinated Entry Working Group. In August and September the HMIS Oversight Committee worked toward developing an HMIS Lead Monitoring Tool, one of the recommendations made by ICF, the HMIS TA provider. HMIS Lead Monitoring is required by HUD. A working group met on September 18th to make progress on designing a tool for HMIS Lead Monitoring. At the September meeting the HMIS Oversight Committee turned its attention to updating the Privacy and Security Policy in order to align policies and practices with 2018 HUD guidance and with local integration of health care data systems. A working group will be held on September 25th to refine the draft Privacy and Security Policy.

System Coordination Committee:

System Coordination Committee (SCC) is the Coordinated Entry Policy Entity designated by the HUD COC Committee. SCC is responsible for convening system-wide stakeholders for coordinated planning and improvement of the Housing Crisis Response System. SCC meets on the second Wednesday of the month via zoom. More information about SCC can be found on the EveryOne Home website.

Updates:

a. **Coordinated Entry Management Entity:** During July and August a working group developed an MOU between the CoC Committee and the CE Management Entity, HCSA. A draft of the MOU was presented for feedback on August 5th, with all members of System Coordination Committee and the Continuum of Care Committee invited to offer input. The MOU was finalized and approved by the CoC Committee in August. Now, the MOU is under review with Alameda County Counsel for approval by the Board of Supervisors later this fall.

b. **Dynamic System Management and CE Refresh:** From June to August, the CE Working group facilitated by Katharine Gale developed recommendations for improvements to the CE system. In August 2020, System Coordination Committee approved the CE Working Group's recommendations for changes to the CE workflow, the establishment of Housing Problem Solving, changes to the assessment tool, the establishment of a Crisis Housing queue and the establishment of a separate Permanent Housing

queue. The changes will be implemented by HCSA, as the new management entity, and Bitfocus as the HMIS operator by the October 1st deadline.

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 August and September. The July meeting focused on updates on COVID response and exploring demographic data from the Roomkey hotels. At the July meeting the RBA Committee also discussed measures of client satisfaction. In August the committee shifted attention to the objective scoring criteria from the 2019 CoC NOFA local renewal applications. Current performance has improved to the point that the objective criteria are not differentiating performance in the NOFA Competition. The community and CoC Committee have expressed the desire to rely heavily on the objective criteria in the rating and ranking process. For this reason, the RBA Committee will meet in October to develop recommendations to the NOFA Committee for refining the objective criteria.

Racial Equity and Homeless System Modeling Update: The Racial Equity Impact Analysis and Homeless System Modeling process concluded in the spring with a presentation to Leadership Board in May. As a refresher, the modeling and racial equity project was an extension of the unsheltered homelessness initiative made possible by HUD; Abt Associates provided technical assistance in support of the project. The modeling and equity process recognized that homelessness disproportionately impacts communities of color, in particular Black, Indigenous, and Pacific Islander communities. Racism creates an imperative to re-envision the homeless housing crisis response system through a racial equity lens. Guided by the principle of targeted universalism, the modeling project incorporated a racial equity lens with ultimate goal of producing a homeless system that works better for all to end homelessness in Alameda County. This system modeling process seeks to:
1. Identify and address factors leading to over-representation of people of color in the population of people experiencing homelessness;
2. Understand how facets of the homeless system benefit or burden people of color and pinpoint opportunities to advance racial equity within the system;
3. Formulate key elements of a model homeless system, including optimal types and quantities of housing units and service programs; and
4. Develop recommendations to more effectively and equitably allocate resources, prioritize investments, and advance proactive, targeted strategies to end homelessness.

The equity modeling provides the policy framework for the Home Together ballot initiative known as Measure W.

Regional models are part of the final report and are available for presentation. Please email Jessie Shimmin with requests at: jshimmin@everyonehome.org

A final draft of the Racial Equity Impact Analysis and Homeless System Modeling report is under review with Abt Associates, the CAPE Unit, and the Office of Race and Equity in Oakland, which were integral to executing the project. The report will come to the Leadership Board for discussion and approval in November.

AUGUST 4, 2020

HOME TOGETHER
ENDING HOMELESSNESS IN ALAMEDA COUNTY

INTRODUCTION

More than 8,000 people experience homelessness in Alameda County each night, with 79% of this population experiencing unsheltered homelessness on the street, in tents or vehicles. This is double the number of individuals who experienced homelessness in Alameda County in 2015; and 2019 data show that for each person exiting homelessness in our County, three more become homeless. Skyrocketing rents over the last decade in the County have contributed to homelessness, as more than 80% of those who are currently experiencing homelessness in Alameda County lived here before losing their home.[1] As we move through the recession and job loss triggered by the COVID-19 pandemic, we anticipate that even more Alameda County residents will be at risk for homelessness.

The Alameda County Homelessness Action Plan, adopted by the Board of Supervisors in November 2018, invests more than $340 million over three years toward ending homelessness in Alameda County. The County and local cities budgeted a total of nearly $177.4 million in FY 19/20 through a combination of local, state and federal funds ($130.2M County + $47.2M cities). Additionally, the Board approved the launch of the Health Care Services Agency (HCSA) Office of Homeless Care and Coordination in December 2019 to implement expanded services and supports and to lead the development of a strategic framework to address homelessness.

Although significant, existing resources are not sufficient to address the need among our unhoused residents, and existing systems to address homelessness are not adequately resourced or coordinated to address the scale of the problem. Alameda County is in need of more housing and services, more shelter and more coordinated efforts to keep families and individuals from becoming homeless. It will take sustained additional investment in housing resources to bend the curve of homelessness.

The Home Together Plan lays the foundation for the County's next steps and future investments in addressing homelessness, and is the combined result of two interconnected, months-long planning processes: the Home Together Policy Committee and System Modeling. The plan offers an evidence-based and data-informed strategic framework specifically tailored for Alameda County that:
- leverages existing infrastructure,
- identifies pathways for ending homelessness for adults and families,
- is centered on a robust systems analysis with a racial equity lens,
- recommends a regional approach nested within a countywide strategy, and
- reflects input from a broad set of experts and stakeholders.

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[1] Applied Survey Research. Alameda County Homeless County & Survey Comprehensive Report 2019. Available at https://everyonehome.org/wp-content/uploads/2019/07/2019_HIRDReport_Alameda_FinalDraft_8.15.19.pdf

PLAN DEVELOPMENT

Policy Committee

The Board of Supervisors directed the Alameda County Health Care Services Agency to convene a policy committee to develop recommendations for addressing homelessness in Alameda County through new investments. The Home Together Policy Committee included the Continuum of Care (CoC, represented by EveryOne Home), County agencies, regional organizations, and housing and service providers from across the County; and met nine times between November 2019 and April 2020 to review available data and develop its recommendations. The Committee's recommendations were presented to all 14 cities, and hundreds of residents and stakeholders who participated in public meetings with Alameda County Supervisors and homeless service providers.

The Policy Committee established the following guiding principles:
- Prioritize housing and interventions that end homelessness
- Promote racial equity, informed by lived experience
- Encourage regional/countywide approaches
- Use data and evaluation to guide allocations, and ensure accountability and efficacy
- Build on existing infrastructure and planning efforts

The Policy Committee endorsed the following strategies for ending homelessness:
- *Increase housing outcomes* by offering housing placement assistance, gap funding for affordable housing rents, permanent supportive housing operations and services, ongoing housing support and connected services that help people such as seniors and people with disabilities on fixed incomes to stabilize and retain their housing.

- *Invest in targeted prevention* including necessary mental health resources, substance use treatment, and rental assistance for our lowest income and highest vulnerability residents to keep people from losing their housing.

- *Expand shelter and street-based assistance,* including access to mobile health services for homeless families and other populations experiencing homelessness.

- *Build capacity among service providers* to deliver high-quality, responsive services including care coordination, navigation services and housing location for people seeking shelter and housing; additional beds and services in shelters and navigation centers, and increased street-based and mobile services for people in encampments and living in vehicles - including hygiene, sanitation and health checks.

- *Support a streamlined system* with shared goals and measures, and that enhances data capacity and ensures coordination and accountability.

- *Improve vocational options* by supporting the development and expansion of job training programs, employment services and upward mobility programs through community colleges and community-based organizations to provide opportunities for people with lived experience of homelessness.

The Policy Committee recommended establishing a Planning and Accountability Committee to advise the County on new investments in homelessness. This body would advise the Health Care Services Agency on new resources and track the impact of investments made over time. The group would be comprised of members representing a diversity of experience and expertise and include people with lived experience of homelessness, subject matter experts, non-profit service providers, health care partners, the Continuum of Care, affordable housing developers, and city and County agencies.

System Modeling

Between October 2019 and May 2020, the County, cities and CoC participated in a detailed system-wide resource analysis, known as System Modeling, with the U.S. Department of Housing and Urban Development (HUD). The purpose of System Modeling is three-fold: to develop a shared vision of the optimal system to address the crisis and housing needs of people experiencing homelessness, to model the crisis and housing inventory and performance needed to address homelessness, and to create a transition plan to right-size the system. Recognizing the role of structural racism in perpetuating racial and ethnic disparities among homeless populations, Alameda County added an equity analysis to System Modeling.

Countywide Needs Analysis

Homelessness in Alameda County has increased dramatically and disproportionately in recent years. The numbers of people experiencing homelessness doubled from 2015 to 2019, as measured by the biannual Point-in-Time (PIT) count. These increases closely matched the increases in rental costs, and disproportionately affected Black and Native households. Black households were 4.6 times as likely to become homeless and Native households were 6.3 times as likely to become homeless as white households.

Figure 1: Homelessness in Alameda County
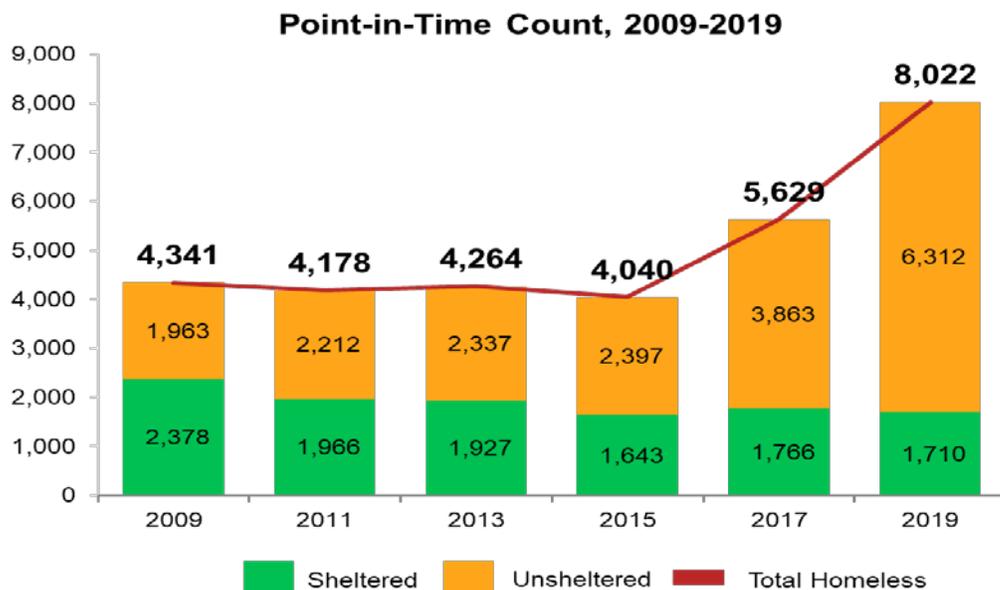
While the PIT count shows more than 8,000 people experiencing homelessness in Alameda County on one night, the annual number of people flowing through the system is nearly twice that number. Data from the Homeless Management Information System (HMIS) show that 15,786 unduplicated individuals and 13,135 households rely on homeless safety net services (excluding permanent supportive housing) in the course of one year. Households experiencing homelessness were distributed across the 14 cities and unincorporated areas of Alameda County in the following five regions in the 2019 PIT count:

Figure 2: Geographic Distribution of Homelessness in Alameda County

Geographical Regions in Alameda County	Estimated People Experiencing Homelessness Annually	Estimated Households Experiencing Homelessness Annually	Households with Only Adults	Households with Minor Children	Households with Only Children
Mid-County (Hayward, San Leandro, Unincorporated)	2,920	2,430	2,221	182	27
North County (Berkeley, Albany, Emeryville)	2,605	2,167	1,981	163	24
Oakland	8,004	6,659	6,087	499	73
Tri-City (Fremont, Newark, Union City)	1,579	1,313	1,201	99	14
Tri-Valley (Dublin, Pleasanton, Livermore)	679	565	516	42	6
Total	15,786	13,135	12,005	985	144

Although the PIT count has some limitations related to counting households with minor children and people in rural areas, it is the strongest data source currently available for understanding the geographic distribution of homelessness in Alameda County. The Home Together Plan recommends using the 2021 PIT count, which will incorporate improved count methodology, for planning and allocating new resources across the five regions.

Racial Equity & Factors Contributing to Homelessness
Homelessness disproportionately impacts people of color. Data show racial disparities in both inflow/ first time homelessness as well as returns to homelessness, with African Americans and Native Americans experiencing homelessness at a rate four times higher than Alameda County's general population. Findings from the Racial Equity Impact Analysis highlight the role of structural racism in multiplying the barriers to housing stability throughout an individual's life and contributing to economic inequality. The analysis also affirms that challenges of applying for housing are intensified for homeless people of color, emphasizing the critical need for ongoing systems evaluation through a race equity lens and adding and improving programs to reduce racial disparities.

The cause of an individual's ability to obtain or retain housing is often affected by multiple factors. Data from the 2019 Alameda County Point in Time Count analyzing the primary event or condition that led to current homelessness among those surveyed showed that 31% cited economic factors such as job loss (13%), eviction or foreclosure (9%), and rent increase (9%). Nearly one quarter (22%) cited behavioral health, such as mental health (12%) and substance use (10%). For seniors, living on a fixed income often limits ability to keep up with rising rental costs.

Optimizing the System
System Modeling shows that with increased investment and strategic coordination of resources, we can move toward a system that matches individuals and families with the timely and specific interventions needed to end their homelessness.

The model predicts that our current level of investment would see homelessness double in Alameda County in five years. If we increase investment moderately but not in alignment with recommended scale for various interventions, we can still expect an increase in homelessness in five years. ***With significant additional investment—a total of $820 million in new spending over five years—and alignment with System Modeling recommendations, we would expect to see decreased homelessness in three years, and in five years have the capacity to serve people in real-time as they become homeless.***
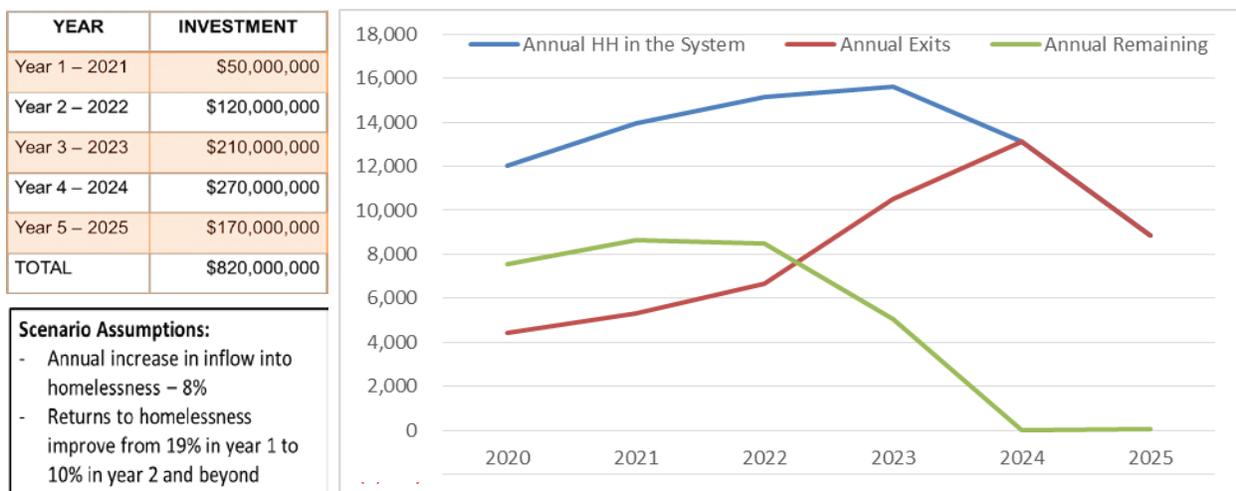
Figure 3: System Modeling Projections
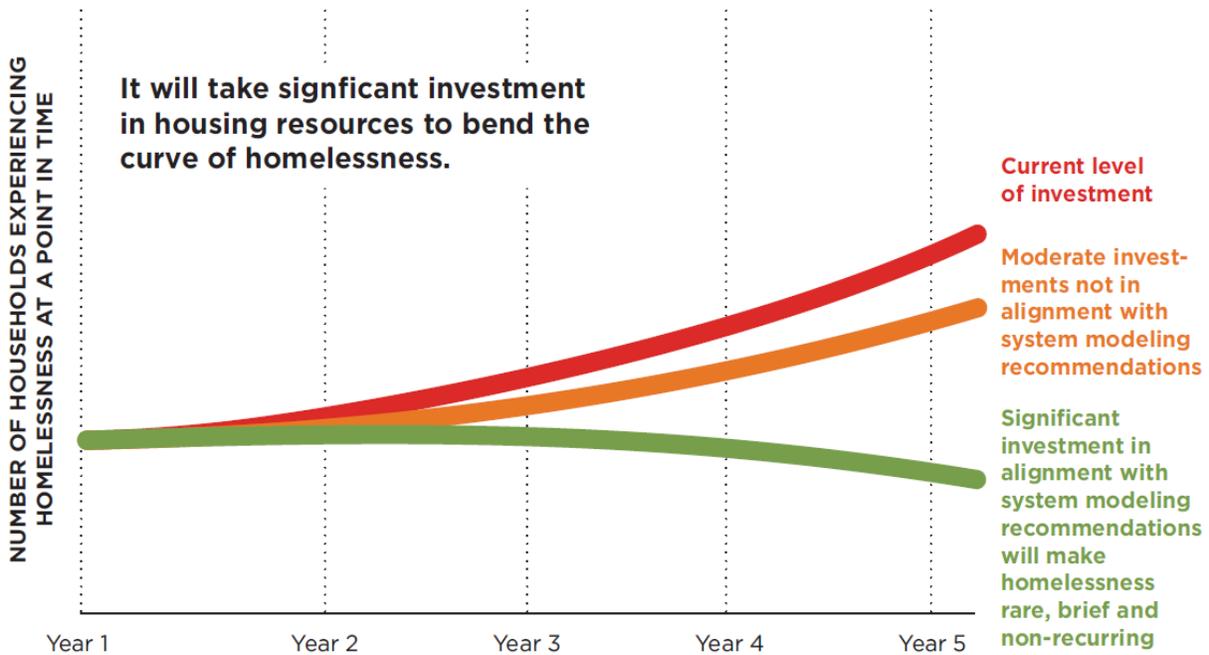
For System Modeling, baseline investment was determined from a countywide inventory of existing funding for and availability of shelter, housing, subsidies, and other homelessness resources. For each type of resource, estimates were established for the number of households served and the remaining service need. Annual costs were assigned to the service gaps to estimate the needed additional investment.

Figure 4, details the impact of a significant increase in funding over the course of five years. The blue line shows the annual number of people touching the homelessness system over five years. The green line shows how new investments, as outlined in the table to the left, would reduce the annual number of people in the system. In Year One, with $50M of additional investment beyond existing funding, annual exits to housing increase (red line), and the number of people remaining homeless (green line) begins to decrease. With sustained additional investment each year, the number of people exiting the system outpaces the number remaining homeless by Year Three. By Year Five, exits far outpace inflow and the system has the capacity to quickly and effectively address homelessness (green line flattens as homelessness becomes a brief experience rather than chronic).

Figure 4: Impact of Significant Investment Scenario

YEAR	INVESTMENT
Year 1 – 2021	$50,000,000
Year 2 – 2022	$120,000,000
Year 3 – 2023	$210,000,000
Year 4 – 2024	$270,000,000
Year 5 – 2025	$170,000,000
TOTAL	$820,000,000

Scenario Assumptions:
- Annual increase in inflow into homelessness – 8%
- Returns to homelessness improve from 19% in year 1 to 10% in year 2 and beyond

STRATEGIES FOR ENDING HOMELESSNESS IN ALAMEDA COUNTY

Create Pathways Out of Homelessness
To resolve homelessness for the 13,135 households estimated to experience homelessness each year, System Modeling indicates that multiple interventions should be deployed together. Combinations of programs—homeless prevention, crisis services, and housing—are pathways out of homelessness. Some of these interventions exist in our current system and can be better aligned and leveraged, while other interventions (shallow subsidies and dedicated permanent supportive housing for seniors) would need to be added to the system.

In exploring the most effective pathways out of homelessness, the following needs were identified by population. Using the racial equity analysis developed through focus groups with people who were homeless, plus system performance data and demographic data, the pathways below consider both, the kinds of programs and lengths of stay in a high-functioning system. Please note that many households need more than one type of service.

Figure 5: Pathways and Interventions Needed per Population Type

Pathway	% of Households Needing Pathway to End their Homelessness	
	Adults Only	Families with Children
Prevention/Problem Solving	20%	10%
Shelter	58%	90%
Shallow Subsidy	13%	40%
Rapid Rehousing	13%	13%
Permanent Supportive Housing (PSH)/PSH+	26%	10%
Affordable Housing	28%	30%

The types of interventions that will work in Alameda County are described below. These solutions to homelessness build on and leverage existing infrastructure that includes housing, comprehensive countywide outreach, street-side treatment and encampment supports, and Coordinated Entry. The existing infrastructure will need ongoing support and expansion as required to complement a right-sized system.

Homeless Prevention/Rapid Resolution: short-term assistance such as flexible funds, or ongoing support such as a shallow subsidy. These resources can be accessed more than once in a lifetime.

Emergency Shelter: temporary lodging to provide for the safety and immediate needs of individuals and families experiencing literal homelessness. The average length of stay in emergency housing in the system model is 3 months. Before COVID-19, it was estimated Emergency Shelters would serve 58% of households with only adults and 90% of households with minor children. Many shelters have reduced capacity or closed, being replaced by non-congregate settings like hotels.

Transitional Housing: time limited housing with services to stabilize participants and prepare them for exit to permanent housing. The average length of stay in Transitional Housing is 18 months. Transitional Housing in the Alameda County models is primarily reserved for young adults aged 18-24.

Shallow Subsidy: ongoing rent assistance with no or limited services. Shallow subsidies may be configured as a flat rate or a percentage of the Fair Market Rent (FMR). Shallow subsidies can be renewed for as long as the household continues to meet income requirements.

Rapid Re-Housing: support with move in costs and a short-term subsidy to help households stabilize in housing before assuming the full rent themselves. The average length of stay in Rapid Re-Housing is 12 months.

Permanent Supportive Housing (PSH): deeply affordable permanent housing for individuals and families with a long history of homelessness and a disability. Participants in PSH have a lease and tenant rights. Households are eligible for PSH for as long as they meet income requirements.

Permanent Supportive Housing Plus: deeply subsidized permanent housing with intensive services designed for seniors to support aging in place.

Dedicated Affordable Housing: housing affordable to extremely low-income households experiencing homelessness. Rents are affordable at 30%-50% of a household's income. Dedicated affordable units are accessed through the homeless system ensuring that vacant units are filled by another homeless household. Does not require a disability or high service needs.

These solutions to homelessness will reduce inequities and serve a broad range of Alameda County residents at risk of and currently experiencing homelessness, including:

- Families and individuals with jobs who have housing but need help to keep it
- People living on the street (in tents, in vehicles and in shelters) who need assistance getting back into housing,
- Veterans,
- Seniors,
- People with disabilities, and
- Those most at risk of becoming homeless.

Focus on Equity

Homelessness for Black, Indigenous and other people of color is the result of structural racism, with origins in manifest destiny, slavery, redlining, mass incarceration, and displacement. Because the impacts of racism reverberate across generations, temporary and one-time supports may not be effective to end homelessness for many. To specifically address racial disparities, System Modeling recommends decreasing short-term Rapid Re-Housing, and increasing long-term interventions like ongoing Shallow Subsidies that bridge the gap between earned income and the cost of housing and Dedicated Affordable Housing for extremely low income households with low service needs.

Coordinate Regionally

Homelessness is a countywide problem with an unequal distribution across our 14 cities and unincorporated areas. Resources and new investments should be deployed across five regions to reflect need and proportion of unhoused residents across the County: North (Berkeley, Emeryville, Albany), Oakland (Oakland and Piedmont), Mid (Alameda, Hayward, San Leandro, Unincorporated Area), South (Fremont, Newark, Union City), and East (Dublin, Pleasanton, Livermore).

As new funding becomes available, the 2021 PIT count would be used to determine regional allocations, and the County, local cities, and the Continuum of Care would collaboratively plan and review programming and projects in each region. Cities could also apply to an Innovation and Acceleration Fund for special investments in capacity-building or acceleration of new projects. The regional approach fosters alignment with methods previously used to administer State funds, including Homeless Emergency Assistance Program (HEAP), California Emergency Solutions in Housing (CESH), and Housing and Homelessness Assistance Program (HHAP). Layered with System Modeling, regional coordination prioritizes localized interventions within the context of a countywide system.

Build Capacity and Vocational Options

Increased investments in homelessness services must be coupled with support for the service providers, many of whom face challenges with workforce recruitment and retention. By supporting the development and expansion of job training programs, employment services and upward mobility programs through community colleges and community-based organizations, we can provide opportunities for people with lived experience of homelessness and strengthen the service provider workforce.