

Home Together 2026

5-year Homelessness Response Community Implementation Plan

Leadership Board

January 20, 2022



Home Together 2026: **Background**

The Home Together 2026 Community Plan builds on the Home Together plan approved by the Board of Supervisors in 2020

- Implementation plan for the recommendations from the 2019-2020 racial equity analysis and system modeling
- Incorporates work of Home Together Policy Committee from 2019-2020
- Plan's overarching goals and timeframe align with Alameda County's Vision 2026 and meet State required metrics.
- Embodies commitment to center racial equity and lived experience to make homelessness rare, brief, and one-time.

Home Together 2026: **County and Local Implementation Plans**

- Connections to regional plans and state priorities
- Companion County plan speaks to the role of Alameda County agencies
- Cities are encouraged to adopt implementation plans to align



Home Together 2026: **Community Implementation Plan Goals**

Prevent disproportionate inflow

- Prevent homelessness for people most at risk
- Rapidly resolve homeless episodes
- Prevent returns to homelessness

Connect people to shelter and needed resources

- Add additional non-congregate shelter inventory
- Prevent discharge from mainstream systems to homelessness
- Provide neighborhood-based access where people are most likely to lose housing
- Lower programmatic barriers to crisis services

Increase availability of housing

- Create housing opportunities throughout the county
- Increase independence and autonomy
- Develop housing for people with high service needs
- Develop housing options for people with low service needs

Improve communication, coordination and capacity

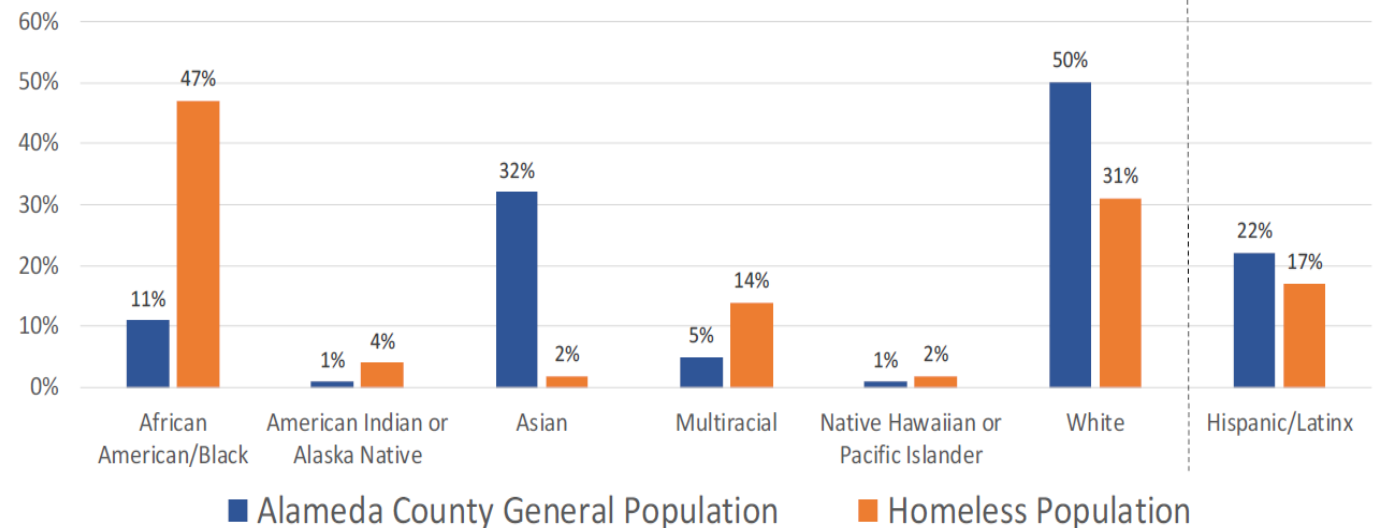
- Improve messaging and information availability
- Clarify governance
- Use data to improve outcomes
- Build infrastructure to support new and expanded programs

Home Together 2026: Racial Disparities

People of color make up more than 2 out of 3 people (or 69%) experiencing homelessness in our County. Home Together highlights resources that can reduce these disparities.

	% of county population	% of homeless population
African American/ Black	11%	47%
American Indian or Alaska Native	1%	4%
Hispanic/Latinx	22%	17%
Multiracial	5%	14%
White	50%	31%
Asian	32%	2%

Racial Distribution of Alameda County's General Population Compared With Alameda County's Homeless Population (2019)



Home Together 2026: **Unsheltered Homelessness**

Unsheltered Homelessness

- During the 2019 PIT Count, nearly **80%** of the population experiencing homelessness in Alameda County, especially Adult Only households, were unsheltered.
- At least **48%** of unsheltered people contacted by a street outreach program have one or more vulnerability including advanced age, a health or mental health condition, and/or criminal justice system contacts.
- Home Together highlights non-congregate shelter as an effective response, but interventions like safe parking, pallet shelters, cabins, and other new programs can also be part of a pathway to housing.

Population Focus

- Added sections for specific populations
 - Transition-Aged Youth
 - People fleeing violence, assault, trafficking
 - Veterans
 - Reentry
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Looked at:

- Key characteristics and any identified disparities
- Where they are in the model
- What we know about particular needs
- Specific resources available to this population
- How addressing moving forward

Home Together 2026: Updates

System Modeling Update

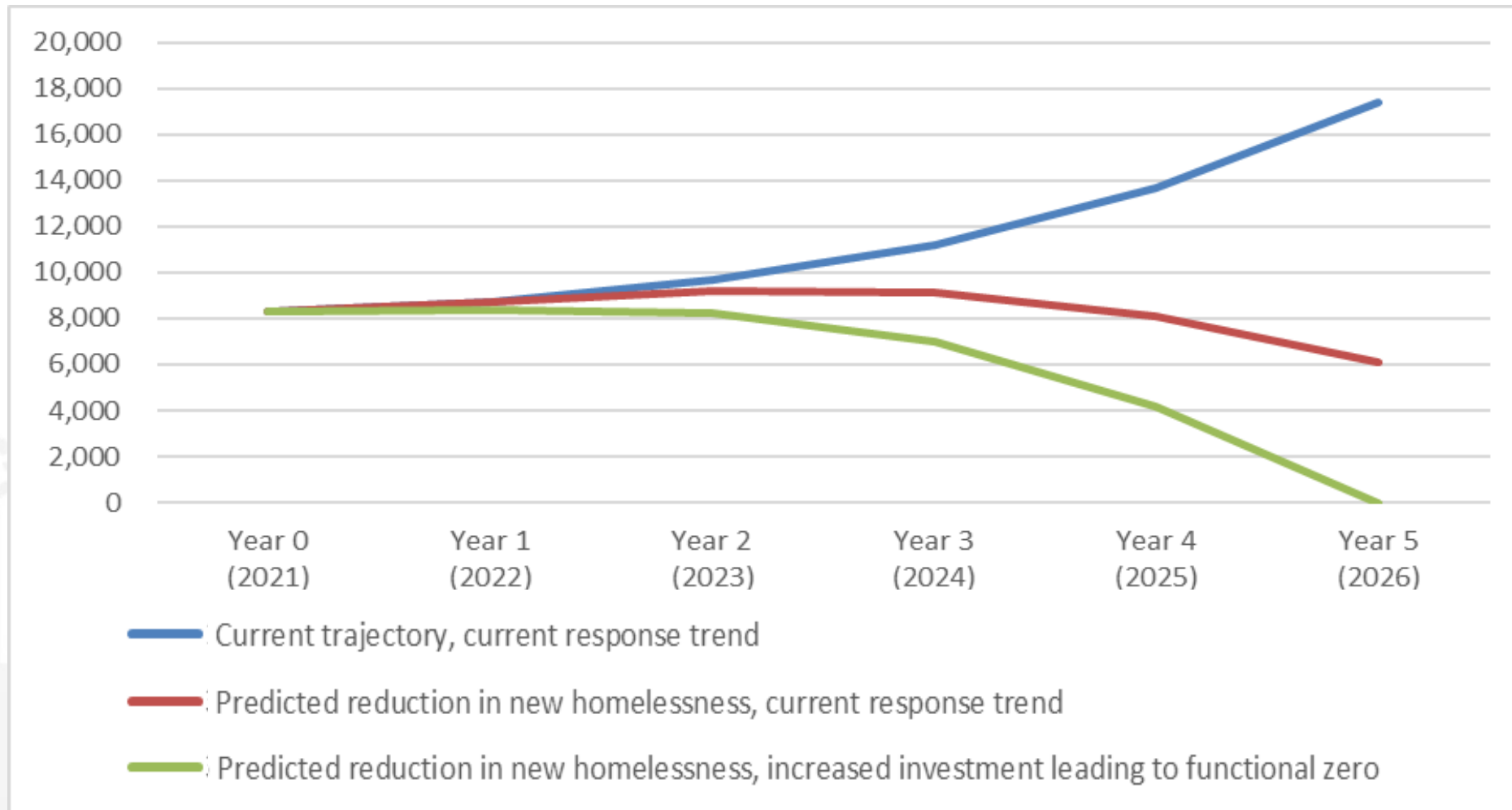
- Primary changes to the model include the addition of shelter to address the unsheltered homeless crisis and updated shelter costs to account for Non-Congregate shelter
- Data updated to look at impacts of COVID where possible

Changes and updates considered by a **Strategic Planning Implementation Committee** convened by Office of Homeless Care and Coordination and EveryOne Home leadership

- Group included city and county staff, people with lived expertise, service providers, nonprofit orgs, advocates, CoC Leadership Board members

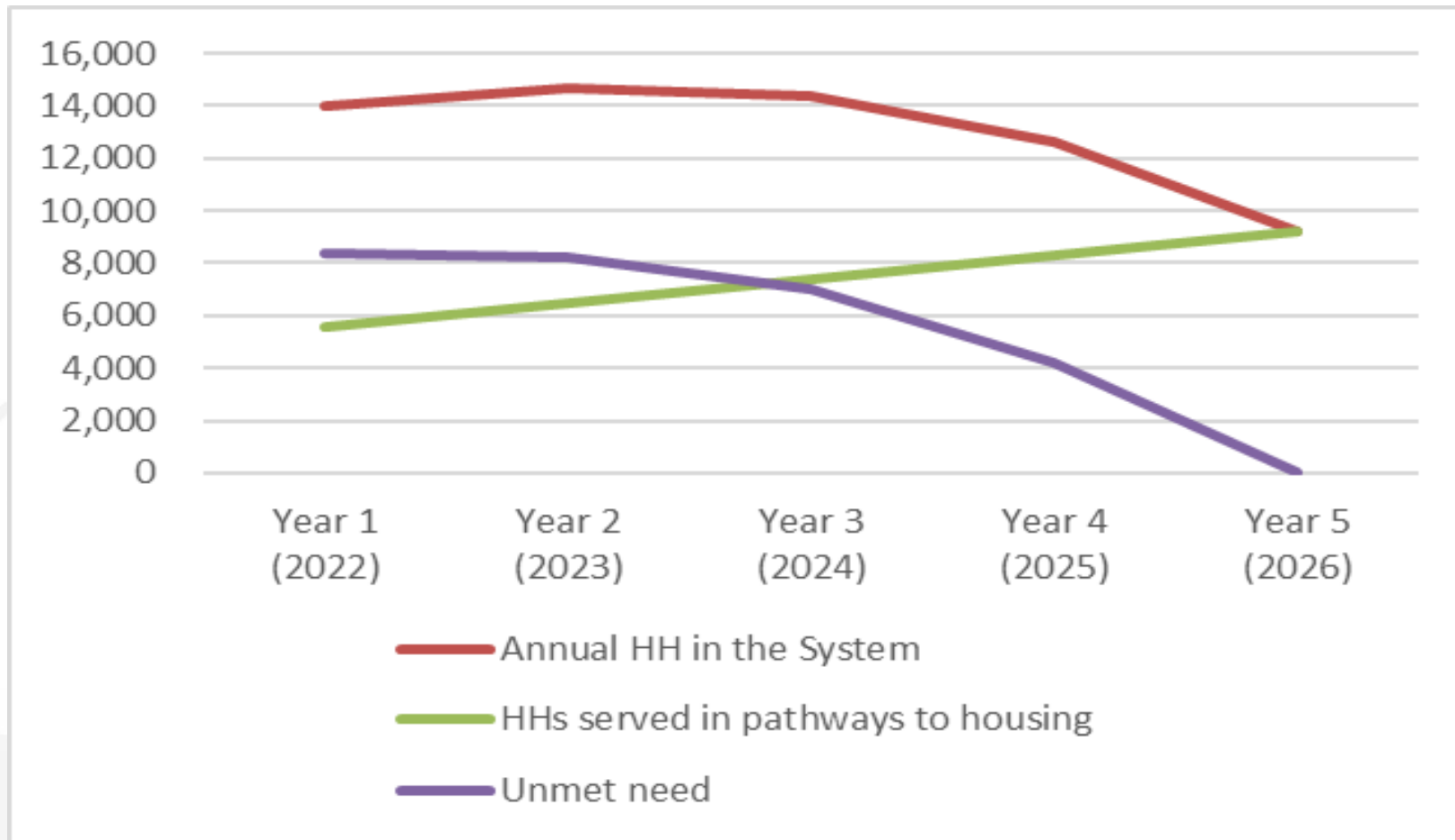
2021 System Modeling Update

Homelessness continues to grow without substantial increases in prevention and investment



2021 System Modeling Update:

Impact of Increased Investment on Optimal Homeless System Design



2021 System Modeling Update: 5-Year Investment Impact

All Homeless Households (Adult Only + Households with Minor Children)

	Year 0 (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
New Homeless	4,000	4,800	5,300	5,300	4,700	4,300
Annual HH in the System	13,000	14,000	14,700	14,400	12,600	9,200
HHs served in pathways to housing	4,700	5,600	6,500	7,400	8,310	9,200
Unmet need	8,300	8,400	8,200	7,000	4,200	0
% Unmet need	64%	60%	56%	49%	33%	0%

Source: CA-502 System Model, Abt Associates, 1/14/2022



2021 System Modeling Update: 5-Year Housing Inventory Needs

All Homeless Households (Adult Only + Households with Minor Children)						
	Baseline Inventory (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
HP/Rapid Resolution	56	140	160	190	260	230
TH for Youth	153	100	120	140	200	170
Rapid Re-Housing	535	1,180	1,370	1,560	2,180	1,940
Permanent Housing Resources						
PSH	3,215	3,790	4,500	5,290	6,490	7,410
PSH-Seniors	0	520	1,090	1,690	2,530	3,190
Dedicated Affordable Hsg	0	1,570	3,320	5,240	7,870	10,070
Shallow Subsidy	0	830	1,740	2,750	4,090	5,240



2021 System Modeling Update: 5-Year Shelter Inventory Needs

All Homeless Households (Adult Only + Households with Minor Children)						
	Baseline Inventory (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
Congregate	908	908	908	908	908	908
Non-congregate	877	1,851	2,504	2,236	904	477
Total	1,785	2,759	3,412	3,144	1,812	1,385

Source: CA-502 System Model, Abt Associates, 1/14/2022



2021 System Modeling Update: 5-Year Inventory Costs*

All Homeless Households (Adult Only + Households with Minor Children)						
	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	5-Year Total
HP/Rapid Resolution	\$2,502,000	\$3,022,000	\$3,533,000	\$5,055,000	\$4,680,000	\$18,792,000
Congregate Shelter	\$23,199,000	\$23,895,000	\$24,612,000	\$25,351,000	\$26,111,000	\$123,168,000
Non-Congregate Shelter	\$67,562,000	\$94,138,000	\$86,584,000	\$36,056,000	\$19,596,000	\$303,936,000
TH for Youth	\$3,796,000	\$4,549,000	\$5,344,000	\$7,777,000	\$7,107,000	\$28,573,000
Rapid Re-Housing	\$26,166,000	\$31,374,000	\$36,824,000	\$52,978,000	\$48,683,000	\$196,025,000
PSH	\$95,786,000	\$117,213,000	\$142,068,000	\$179,312,000	\$210,917,000	\$745,296,000
PSH-Seniors	\$15,630,000	\$33,557,000	\$53,819,000	\$83,004,000	\$107,846,000	\$293,856,000
Dedicated Affordable Hsg	\$33,099,000	\$72,010,000	\$116,971,000	\$180,761,000	\$238,329,000	\$641,170,000
Shallow Subsidy	\$9,050,000	\$19,666,000	\$31,881,000	\$48,613,000	\$64,196,000	\$173,406,000
Total	\$276,790,000	\$399,424,000	\$501,636,000	\$618,907,000	\$727,465,000	\$2,524,222,000

Source: CA-502 System Model, Abt Associates, 1/14/2022

* **Operations costs only, does not include development costs**



2021 System Modeling Update: **Summary**

- More than **24,000** new resources for housing exits are needed over five years and include prevention, short-term assistance, permanent subsidies and housing with services.
- The total cost of scaling up shelter and housing inventory over 5-years to fully meet system needs is **\$2.5 billion**. This includes:
 - \$430 million for additional shelter
 - \$1.68 billion for permanent housing (DA, PSH)
 - \$388 million for prevention, RRH and shallow subsidies.
 - Costs cover operations and services, and subsidies to help people rent existing housing. Does not include development costs.
 - New investments are roughly 10% (\$195 million) for inventory and resources for households with minor children, and 90% (\$2.3 billion) for adult only households (including TAY).

Prevention Planning

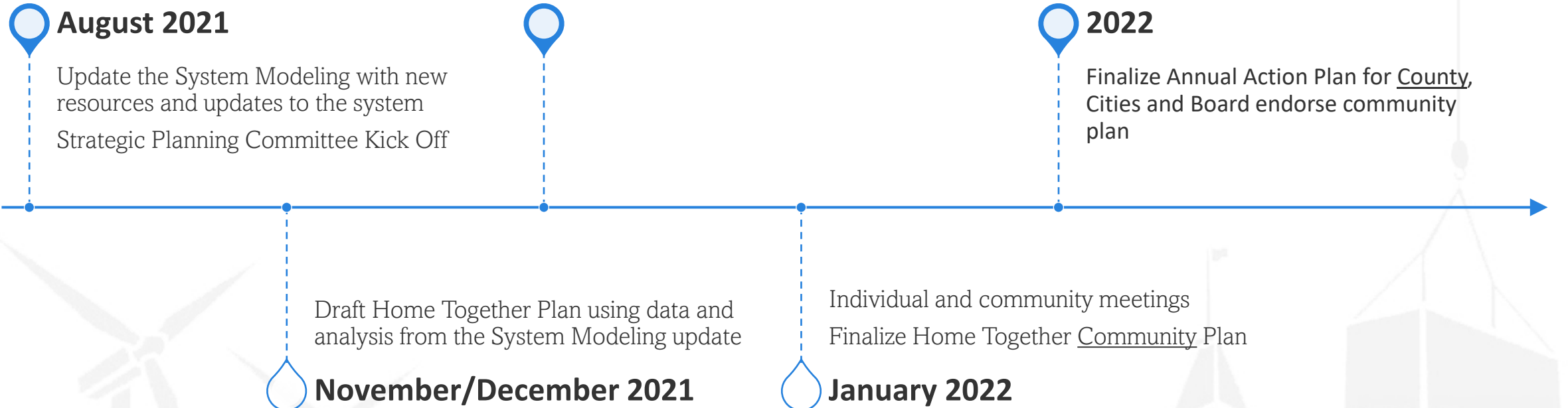
- People becoming homeless are the most disproportionate part of our system
- COVID-19 Moratorium and Emergency Rental Assistance Program changed landscape
- Community plan calls for targeted prevention based on history of homelessness, extremely low-income, and areas where people are most likely to become homeless
- Adding prevention resources at the rate recommended by All Home for system flow (1 shelter bed, 2 housing exits, 4 prevention resources) would add up to **\$162,000,000** to the plan, though largely from “outside” sources.

Key Additional Resources in Home Together

- Coordinated Entry - Add access and resources like deposits and tangible support
- Street Response with Behavioral Health and Shelter Support - Add behavioral health staffing to outreach teams
- Housing Navigation - Assign navigators to all who request
- Landlord Liaison programs - Identify more units in the private market, provide ongoing liaison support
- Career ladders for people transitioning out of homelessness, etc. - -Partnerships with vocational programs
- Capacity building resources - Shoring up our CBO's
- System Coordination - Convening partners, people with lived experience, community members

These programs contribute to outcomes such as shortening homelessness and increasing exits to housing (the outcomes related to the \$ we invest but don't easily translate to a per person housed dollar amount)

Home Together 2026 Proposed Process and Timeline



Extra Slides

Plan Details



2021 System Modeling Update: Housing Inventory Needs by Geography

Total New Units Needed by Year 5 by Geography, Households with Only Adults

	All CoC	East County	Mid-County	North County	Oakland	South County
PIT % by Geo.	100%	4.3%	18.5%	16.5%	50.7%	10.0%
PSH	4,178	180	773	689	2118	418
PSH - Seniors	3,194	137	591	527	1619	319
Dedicated Affordable Housing	9,411	405	1741	1553	4772	941
Shallow Subsidy	4,368	188	808	721	2214	437
Total Units Needed	21,150	909	3,913	3,490	10,723	2,115

Total New Units Needed by Year 5 by Geography, Households with Minor Children

	All CoC	East County	Mid-County	North County	Oakland	South County
PIT % by Geo.	100%	4.3%	18.5%	16.5%	50.7%	10.0%
PSH	60	3	11	10	30	6
Dedicated Affordable Housing	655	28	121	108	332	66
Shallow Subsidy	873	38	161	144	443	87
Total Units Needed	1,588	68	294	262	805	159



HT 2026 Goal Implementation Activities: **Prevent Homelessness**

1. Focus resources for homelessness prevention on people most at risk

1. Seek funding to increase targeted prevention resources from local public and private resources
2. Ensure all prevention intended to reduce homelessness is well targeted
3. Advocate for new resources from the Federal and State government for targeted prevention
4. Implement a shallow subsidy model for seniors and others with fixed or limited income at high risk of housing insecurity.

2. Rapidly resolve episodes of homelessness through Housing Problem Solving

1. Add resources to flexible funding pools for Housing Problem Solving
2. Offer Problem Solving training and funding throughout system

3. Prevent returns to homelessness

1. Reduce rate of returns overall and with focus on race equity
2. Target Rapid Rehousing to serve households with ability to increase income
3. Partner with vocational and employment services
4. Establish prevention pool including shallow subsidy for people in RRH or other time-limited housing.

HT 2026 Goal Implementation Activities: : **Connect People to Shelter and Needed Resources**

1. Provide neighborhood-based access where people are most likely to lose housing

1. Expand resources in neighborhood-based access points including
2. Add prevention outreach staff to connect people to services
3. Set up monthly training for 211 operators

2. Lower programmatic barriers to crisis services

1. Add additional laundry, hygiene, storage
2. Add street-based services with access to meaningful connections to health, behavioral health, and emergency services

3. Prevent discharge from mainstream systems to homelessness

1. Increase medical and mental health respite beds with defined housing pathways
2. Stabilize and expand board and care portfolio through new state funding and land trust
3. Implement exit strategy for all homeless criminal justice clients with shelter, housing, and supportive services
4. Connect transition aged youth to youth-targeted rapid and supportive housing programs

4. Add shelter, especially non-congregate models, to shelter all families and at least 50% of adult only households

HT 2026 Goal Implementation Activities: **Increase Housing**

1. Add 8,432 units for Permanent supportive housing and 4,145 Permanent supportive housing plus for seniors – for adult only households
 1. Add units for adult households who need intensive services and couple with supportive services from
 2. Create a new program model – PSH Plus - for vulnerable seniors with more intensive health focused services designed to help keep people in their homes
 3. Add units for families with children who needs intensive services
2. Create Dedicated Affordable housing for people with lower service needs -- CRE report and system model includes adding new capacity to provide affordable housing without time limits for 30% of the adult only households and 28% of families
 1. Create 12,181 new dedicated affordable units for adult only households
 2. Create XXXX new dedicated affordable units for households with minor children
 3. Add capacity within the system to support new dedicated affordable units including staff for a new Local Operating Subsidy Program (LOSP) additional coordinated Entry staffing and lighter and variable supportive services
3. Create new Shallow subsidies that provide a fixed level of support for households with fixed or very low incomes
 1. Create 5,656 new dedicated affordable units for adult only households
 2. Create XXXX new dedicated affordable units for households with minor children
4. Add XXX new slots of rapid rehousing targeted to households with potential to increase income
 1. Create 2,671 new rapid rehousing slots for adult only households
 2. Create XXXX new rapid rehousing slots for households with minor children
 3. Couple these resources with expansions in employment programs
5. Ensure new housing funding is distributed according to need and location across the county.
6. Reduce entry barriers to housing and focus on racial equity in entries
 1. [Using CE for equity – ensuring proportionate housing placement and retention]

HT 2026 Goal Implementation Activities: : **Strengthen Coordination Communication and Capacity**

1. Use data to improve outcomes

1. Improve HMIS coverage and confidence in HMIS to be method for future tracking
2. Consider potential to Increase frequency of Point in Time Count to annual
3. Improve tracking on resources and inventory to support ongoing evaluation
4. Regularly Review system and program outcomes and racial equity data
5. Work to merge the county and provider RBA processes

2. Improve messaging and information availability

1. Provide regular system updates to a wide variety stakeholders
2. Provide annual plan update on achievements and challenges and modifications to next year plan

3. Build infrastructure to support new and expanded programs

1. Develop and strengthen career pathways in homeless-serving organizations
2. Expand provider networks to incorporate historically marginalized communities and more organizations serving communities of color
3. Ensure key public and community agencies have staffing to meet expanded contracting and capacity needs