

System Impact Committee Purpose



Measure how the homeless response system helps people exit homelessness and quickly become rehoused



Identify system needs and gaps, promote efficient flow to housing, and conduct system modeling



Monitoring and reporting system performance and timeliness outcomes



Identifying system gaps and needs and recommend action for poor performance

Home Together Goals and Strategies

1

Prevent
Homelessness
for Our
Residents

2

Connect People
to Shelter and
Needed
Resources

3

Increase
Housing
Solutions

4

Strengthen
Coordination,
Communication,
Capacity

Goal 1: Prevention.

01

Address racial disparities in mainstream/upstream systems to prevent racially disproportionate inflow into homelessness.

02

Focus resources for prevention on people most likely to lose their homes.

03

Rapidly resolve episodes of homelessness through Housing Problem Solving.

04

Prevent racially disproportionate returns to homelessness.

Goal 1: Prevention. Strategy 1.

Strategy 1: Address racial disparities in mainstream/upstream systems to prevent racially disproportionate inflow into homelessness.

1. Partner with school districts, social services agencies, child welfare, community health organizations and others to connect people to prevention and economic supports in a timely manner and through trusted sources.
2. Work with criminal justice institutions to create housing planning and homelessness prevention resources.
3. Ensure that workforce services are accessible to and structured to support people whose housing is unstable.

Goal 1: Prevention. Strategy 2.

Strategy 2: Focus resources for prevention on people most likely to lose their homes.

1. Work with government and private funders to increase targeted prevention for people most likely to become homeless. Highlight risk factors including extremely low incomes, histories of homelessness, and living in neighborhoods with high rates of poverty and evictions.
2. Tailor outreach and prioritization to reach those at highest risk and coordinate these efforts in all areas of the county.
3. Implement and expand shallow subsidy availability for people with fixed or limited income with housing insecurity to relieve rent burden and reduce the risk of becoming homeless.

Goal 1: Prevention. Strategy 3.

Strategy 3: Rapidly resolve episodes of homelessness through Housing Problem Solving.

1. Add resources to flexible funding pools for Housing Problem Solving, a practice of helping people newly homeless or on the verge of homelessness to identify rapid solutions to their situation with light financial support.
2. Offer Housing Problem Solving training and funding throughout the system so that providers can quickly assist people when and where they seek help.

Goal 1: Prevention. Strategy 4.

Strategy 4: Prevent racially disproportionate returns to homelessness.

To reduce disparities based on race, learnings from the CRE process demonstrate that providing ongoing or renewed support to people who have been homeless will improve equitable housing outcomes. Some specific areas highlighted as effective include:

1. Target time-limited Rapid Rehousing resources to serve households with an ability to increase income. Given the high cost of rent in Alameda County, time-limited resources should be matched with people who have a feasible plan to pay market-rate rent or identify a replacement subsidy.
2. Partner with educational, vocational and employment services to ensure that people moving toward employment have strong support in obtaining and maintaining employment. Build connections to educational programs with career pathways, supported employment for people who are formerly homeless, and job placement assistance for people seeking new roles.
3. Establish a flexible funding pool for preventing homelessness, including a shallow subsidy option.
4. Review and evaluate methods for determining types of housing placements to ensure high rates of success and avoid unsustainable housing placements.
5. Provide additional support services, such as behavioral health care and case management, in existing sites and programs for people who have transitioned from homelessness to permanent housing.

Goal 1: Prevention.

Progress on this goal area will be tracked using two system performance measures and corresponding measures of increased racial equity.

- 1. System Performance Measure:** Reduce the number who become homeless for the first time.
- 2. Racial Equity Measure:** Reduce the racial disparities among people overrepresented within who becomes homeless for the first time: African Americans, Native Americans, Multi-racial people, and Native Hawaiian/Pacific Islanders.
- 3. System Performance Measure:** Reduce the number of persons who return to homelessness after exiting homelessness.
- 4. Racial Equity Measure:** Reduce the racial disparities among people overrepresented within who returns to homelessness: African Americans, and Native Hawaiian/Pacific Islanders.

Goal 2: Connections to Shelter and Resources.

01

Expand access in key neighborhoods and continue improvements to Coordinated Entry.

02

Lower programmatic barriers to crisis services such as prevention, problem solving and shelter.

03

Prevent discharge from mainstream systems to homelessness.

04

Significantly increase the availability of shelter, especially non-congregate models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness.

05

Provide accessible behavioral health services to people with serious mental illness or substance use needs who are unsheltered, in shelter, or in supportive housing programs.

Goal 2: Connections. Strategy 1.

Strategy 1: Expand access in key neighborhoods and continue improvements to Coordinated Entry.

1. Expand neighborhood-based access points to the system's housing and shelter resources in places where people are most likely to lose housing or are currently experiencing homelessness.
2. Add access point outreach staff to connect people to these services in the field.
3. Set up monthly training for 211 operators.
4. Develop the capacity for 211 to track and follow up with people seeking resources.
5. Continue to track and evaluate the impact of updates to the Coordinated Entry System to ensure impacts are effective and support reductions in racial disparities.

Goal 2: Connections. Strategy 2.

Strategy 2: Lower programmatic barriers to crisis services such as prevention, problem solving and shelter.

1. Ensure that emergency shelters reduce unnecessary program requirements that discourage use or exclude people who need shelter.
2. Add additional resources such as laundry facilities, storage options, hygiene, harm reduction, health care and safety resources and available services that meet needs of sheltered and unsheltered people.
3. Prioritize using a harm reduction approach and making efforts to meet the specific and varied needs of people experiencing unsheltered homelessness. Improve communication to advertise the availability of resources for households experiencing homelessness.
4. Provide training systemwide on diversity, equity, and inclusion, harm reduction, housing strategies, and other foundational topics.

Goal 2: Connections. Strategy 3.

Strategy 3: Prevent discharge from mainstream systems to homelessness.

1. Increase medical and mental health respite by 300 beds and include resources for rehousing. Stabilize and expand the board and care portfolio through new state funding and land trust to correspond with needs identified in the behavioral health system gaps analysis.
2. Implement an exit strategy for all unhoused criminal justice clients that includes shelter, housing, and supportive and behavioral health services.
3. Connect transition age youth leaving foster care to youth-dedicated rapid and supportive housing programs through ongoing resources targeted to youth nearing exit from foster care.

Goal 2: Connections. Strategy 4.

Strategy 4: Significantly increase the availability of shelter, especially non-congregate models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness.

1. Add 1,625 temporary additional shelter beds to serve vulnerable adults and families with children. New shelter should be primarily non-congregate and include access to support services including behavioral health and health care to provide more supportive environments for residents.
2. As new housing comes online, transition non-congregate shelters into permanent housing or remove these shelter beds from the system as demand is reduced.
3. Ensure health and safety conditions in shelter programs through countywide standards and track and monitor input by shelter residents.

Goal 2: Connections. Strategy 5.

Strategy 5: Provide accessible behavioral health services to people with serious mental illness or substance use needs who are unsheltered, in shelter, or in supportive housing programs.

1. Ensure crisis response and support is accessible for unsheltered people, and that mental health and harm reduction services are available for people in shelters and other programs in the homelessness response system.
2. Allocate resources towards increased behavioral and support services that will help people who are in permanent housing to maintain their housing.

Goal 2: Connections to Shelter and Needed Resources.

Progress on this goal area will be tracked using the two measures above related to new and returning homelessness, and these two measures of reductions in unsheltered homelessness.

1. **System Performance Measure:** Increase successful placements from street outreach to indoor locations.
2. **Racial Equity Measure:** Monitor for racial disparities in placements from street outreach and address any disparities.
3. **Additional Measure:** Reduce the number of people who are unsheltered at a point in time.
4. **Racial Equity Measure:** Reduce the racial disparities among people overrepresented among those who are unsheltered.

Goal 3: Increase Housing Solutions.

01

Add units and subsidies for supportive housing, including new models for frail/ older adults.

02

Create dedicated affordable housing subsidies for people who do not need intensive services.

03

Create shallow subsidies for those who can exit or avoid homelessness with more limited assistance.

04

Add new slots of rapid rehousing for those who can pay full rent over time.

05

Ensure new housing funding is distributed across the county according to need

06

Reduce entry barriers to housing and ensure racial equity in referrals and placements

Goal 3: Housing Solutions. Strategy 1.

Strategy 1: Add units and subsidies for supportive housing, including new models for frail/older adults.

1. Expand the supply of supportive housing subsidies and units through prioritization and matching strategies, and new development funding.
2. Create a new model of supportive housing for older/frail adults with more intensive health service needs.
3. Provide services funding for supportive housing and supportive housing for frail/ older adults through expansions of Medi-Cal enrollment and the California Advancing and Innovating Medi-Cal (CalAIM) program.

Goal 3: Housing Solutions. Strategy 2.

Strategy 2: Create dedicated affordable housing subsidies for people who do not need intensive services.

1. The CRE report and system model includes providing affordable housing without time limits for approximately 30% of the adult only households and 28% of family households in the homelessness response system.
2. Add capacity within the homelessness response system to support new dedicated affordable units including staff for a new flexible local operating subsidy program, additional Coordinated Entry staffing and lighter and variable supportive services.

Goal 3: Housing Solutions. Strategies 3-6.

Strategy 3: Create shallow subsidies for those who can exit or avoid homelessness with more limited assistance.

1. Develop shallow subsidies that provide fixed levels of support for those who are precariously housed or who have been previously homeless and need longer term but limited support.

Strategy 4: Add new slots of Rapid Rehousing for those who can pay full rent over time.

1. Couple Rapid Rehousing resources with expansions in employment programs.

Strategy 5: Ensure new housing funding is distributed across the county according to need.

1. The numbers of people and the significant subpopulations in each region are different. As much as possible, housing resources should be distributed based on the regional needs.

Strategy 6: Reduce entry barriers to housing and ensure racial equity in referrals and placements.

Goal 3: Housing Solutions.

Progress on this goal area will be tracked using two system performance measures and corresponding measures of increased racial equity.

- **System Performance Measure:** Increase the number of people exiting homelessness into permanent housing.
- **Racial Equity Measure:** Monitor for any emerging disparities and maintain racial equity within people exiting homelessness into permanent housing.
- **System Performance Measure:** Reduce the length of time persons remain homeless.
- **Racial Equity Measure:** Monitor for racial disparities in length of time homeless and address disparities.

Goal 4: Strengthen Coordination, Communication, and Capacity.

01

Use data to improve outcomes and track racial equity impacts

02

Improve messaging and information availability

03

Build infrastructure to support and monitor new and expanded programs

Goal 4: Strengthen CCC. Strategy 1.

Strategy 1: Use data to improve outcomes and track racial equity impacts.

1. Improve HMIS coverage and confidence in HMIS to be the primary method for future data tracking.
2. Consider increasing the frequency of the PIT Count to annual (currently biennial) so that impacts to both sheltered and unsheltered homeless populations are able to be tracked and monitored more quickly.
3. Improve tracking of resources and inventory to support ongoing evaluation and reporting.
4. Improve data quality and regularly review system and program outcome data disaggregated by race.
5. Work to incorporate a Results Based Accountability framework systemwide when tracking and measuring performance metrics.

Goal 4: Strengthen CCC. Strategy 2.

Strategy 2: Improve messaging and information availability.

1. Centralize homeless related resource information and provide regular system updates to a wide variety of partners.
2. Provide an annual Home Together 2026 Community Plan update on progress and challenges with proposed modifications to the following year's action plan.
3. Complete a full inventory of current and anticipated resources for all key partners in order to identify gaps in funding and strategies to fill these gaps.

Goal 4: Strengthen CCC. Strategy 3.

Strategy 3: Build infrastructure to support and monitor new and expanded programs.

1. Develop and strengthen career pathways in housing and service provider organizations.
2. Provide support to service providers, clinics, outreach teams and nonprofit organizations serving homeless populations to improve their ability to hire, train and retain staff.
3. Prioritize supporting the advancement of people with lived experience of homelessness in our county's systems of care.
4. Expand provider networks to incorporate historically marginalized communities and more organizations led by and serving communities of color and support increased capacity within these networks.
5. Ensure public and community agencies have staffing to meet expanded contracting and capacity needs.
6. Ensure behavioral health services are accessible and resources are available to smaller service provider organizations.

There are no state required system performance measures that correspond to this goal area. The community will use the improved data collection process to track progress on all the other outcomes for this Plan. The partners will also track resources and investments to meet the Plan goals and to identify outstanding gap areas.

In addition, community partners will collect data to track the capacity of system partners and especially to expand resources for provider organizations serving historically marginalized communities and communities of color.

Goal 4: Strengthen Coordination, Communication, and Capacity.

The sum of the activities undertaken in this Plan are expected to result in:

- **System Performance Measure:** Reduce the number of persons experiencing homelessness.
- **Racial Equity Measure:** Reduce the overrepresentation of African Americans, Native Americans, Multi-racial people and Native Hawaiian/Pacific Islanders among persons experiencing homelessness.