**AGENDA**

**SPECIAL JOINT HCH COMMISSION / HCH CONSUMER/COMMUNITY ADVISORY BOARD MEETING**

<table>
<thead>
<tr>
<th>Item</th>
<th>Presenter</th>
<th>TAB</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. CALL TO ORDER</td>
<td>boona cheema chair HCH Commission</td>
<td>TAB 1</td>
<td>10:00 AM 15min</td>
</tr>
<tr>
<td>1. Welcome &amp; Introductions</td>
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<tr>
<td>2. Adopt agenda</td>
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<tr>
<td>B. CLOSED SESSION</td>
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<tr>
<td>1. No Closed Session.</td>
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<tr>
<td>C. PUBLIC COMMENT**</td>
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<td>5 min</td>
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<tr>
<td>Persons wishing to address items on or off agenda</td>
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<tr>
<td>D. CONSENT AGENDA</td>
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<td>TAB 1</td>
<td>5 min</td>
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<tr>
<td>• HCH Commission: Review and Approve Minutes of 11/17/2017 HCH Commission meeting;</td>
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<td>TAB 2</td>
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<tr>
<td>• HCH CCAB: Review and Approve Minutes of 11/8/2017 HCH Consumer /Community Advisory Board meeting</td>
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<tr>
<td>E. BOARD ORIENTATION</td>
<td>David Modersbach HCH Grants &amp; Special Projects</td>
<td>TAB 3</td>
<td>15min</td>
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<tr>
<td>Brief overview of HCH health center governance</td>
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<tr>
<td>F. REGULAR AGENDA</td>
<td>Kathleen Clanon MD, Jeffrey Seal MD</td>
<td>TAB 4</td>
<td>15min</td>
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<tr>
<td>1. HCH Executive, Finance and Health/Housing Committee Board Reports Postponed until January</td>
<td>Sam Weeks</td>
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<tr>
<td>2. HCH Director Position: HCH Program Report &amp; Discussion</td>
<td>boona cheema</td>
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<tr>
<td>3. Joint Discussion: Roles, Goals and Working in Partnership</td>
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<tr>
<td>a. Presentation by HCH CCAB Members</td>
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<td>b. Presentation by HCH Commissioners</td>
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<tr>
<td>c. Discussion and Plans</td>
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<td>4. Next Steps</td>
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<tr>
<td>G. OTHER ITEMS</td>
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<tr>
<td>1. Discussion of HCH Commission vacant seat.</td>
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<td>5 min</td>
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<tr>
<td>2. Items for upcoming agendas</td>
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<td>10 min</td>
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<tr>
<td>3. Housekeeping</td>
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<tr>
<td>H. ADJOURNMENT</td>
<td></td>
<td></td>
<td>12:00 pm</td>
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* Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting, or who have a disability and wish to request an alternate format for the agenda, meeting notice, or other documents that may be distributed at the meeting, should contact the HCH Grant Manager at least five working days before the meeting at (510) 667-4487 in order to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it. The HCH Commission regular meeting documents are posted at least 72 hours prior to the meeting and are accessible online at: [http://www.achch.org/](http://www.achch.org/).
Tab 1:
Draft Minutes 11/17/2017
HCH Commission Meeting
## DRAFT MINUTES

### HCH Commissioners Present
- Adria Walker
- Gay McDaniel
- boona Cheema
- Lynette Lee
- Fr. Rigo Caloca-Rivas
- Samuel Weeks DDS (phone
- Michelle Schneiderman MD
- Elecia Garrett, Public

### County Staff/Partners Present:
- Jean Richardson-Prasher
- Jeffrey Seal MD, HCH Interim Director/Medical Director
- David Modersbach HCH Grants Mgr
- Heather MacDonald Fine, AHS
- Lucy Kasdin, AHS Deputy Director

<table>
<thead>
<tr>
<th>Item</th>
<th>Discussion/recommendations</th>
<th>Action</th>
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</table>
| **B. CALL TO ORDER**  
3. Welcome & Introductions  
4. Adopt agenda | HCH Commission Chair boona cheema called the meeting to order at 9:05am  
Introductions  
Motion approved to adopt 11/17/17 Agenda | Motion: Fr. Rigo second Gay McDaniel  
Yea: unanimous |
| **B. CLOSED SESSION**  
2. No Closed Session. | No closed session this meeting | |
| **C. PUBLIC COMMENT****  
Persons wishing to address items on or off agenda | No members of public present to speak | |
| **D. CONSENT AGENDA**  
Review and Approve Minutes of 10/20/2017 Meeting | Reviewed minutes from 10/20/2017; there is a correction that the $1.9M funding that Kathleen Clanon had referenced as Board of Supervisors Approved is scheduled to be approved in 12/5/2017 BOS meeting. Changes will be noted and with that minutes approved.  
David shared that the HCH program staff will be using the consent agenda in the near future as a place for Board review and approval of program policies and procedures in preparation for the HRSA Operational Site Visit. | Motion: Lynette Lee; second, Sam Weeks  
Yea: unanimous |
| **E. BOARD ORIENTATION** | All HCH Commissioner Orientations from past year, all accessible on ACHCH website: [https://www.achch.org/orientation-materials.html](https://www.achch.org/orientation-materials.html).  
Heather MacDonald-Fine Manager of Homeless Coordination Office at AHS | |
presented orientation to Alameda Health System. Discussion included:

- Alameda Health Foundation, which is an independent 501c3 nonprofit which responds to fundraising needs of the AHS Board of Trustees.
- HCH Commission oversight and control over homeless health center specific services, workflows and processes.
- Improvement of validity of screening for homelessness at registration
- Monthly reporting including ED, JGP and hospital homeless utilization.
- Quality measures: How does homeless population actually compare with general population (comparing active patients to a general pool including “inactive.”)
- Scope of HCH Health Center
- Respite Care (AHS has 10 respite beds not on HCH Scope, needs more)
- How HCH Commission can engage with BOT -- joint meetings, work between Boards on topics of interest to BOT and HCH Commission.

<table>
<thead>
<tr>
<th>F. REGULAR AGENDA</th>
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<tr>
<td>5. Consumer/Community Input – Report from HCH Consumer /Community Advisory Board Sam Weeks, DDS CCAB Board Chair</td>
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<tr>
<td>Sam Weeks DDS discussed issues and activities of HCH CCAB – CHIP and Health Center funding Cliff on federal level, Single Payer advocacy on Statewide. HCH CCAB member Sabrina Fuentes attended Street Medicine 2017 Conference in Allentown PA. Work of CCAB on Encampments (23rd St camp &amp; crime), Continuity of Care within HCH health center, Hepatitis A outbreak production of flyer easier to understand, role in HCH Quality Committee. In the Joint HCH CCAB/HCH Commission meeting 12/15/17. HCH CCAB is going to present to the Commission about their mission, goals and interests in working together.</td>
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<tr>
<td>6. Board Ad Hoc Committee reports - Executive Committee Executive Committee did not meet last month; EC Chair boona cheema requested that at next EC meeting, Jeffrey and David attend, to help guide HCH Commission towards leadership in the work and needs of the HCH Program.</td>
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<tr>
<td>Housing As Health Care Committee Lynette reported that the HCH Commission Health and Housing Committee includes Lynette, boona cheema, Adria Walker and Elecia Garrett. Had a meeting of two members last month, Lynette discussed involvement of the Dellums Foundation in organizing around unsheltered homeless and in homelessness prevention. Discussed Oakland’s Safe Haven project, and other projects such as The Village. boona raised the question around the role that HCH Commission can play to influence health-related interventions, more closely connected to the mission and scope of the HCH program, affirming</td>
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</table>
that the Commission can push the HCSA to carry out roles of:
1) Setting countywide Standards for Encampments and Health;
2) Providing essential safety-net health and hygiene services at encampments;
3) Be change agents furthering a health and safety agenda countywide.

HCH Commissioners agreed that the Commission should focus more in health care arena and less in larger housing development. Many issues still around HCH Commission mandate: Governing the HCH health center, connecting to AHS Board of Trustees, HCSA, BOS, CCAB, Alameda County Care Connect (AC3), HCH strategic planning, policies and procedures, upcoming HRSA Operational Site Visit, etc. The mandate of the HCH Commission is oversight/governing of the HCH health center, let’s not lose track of that.

Commissioners discussed changing meeting agenda to guide Commission toward more involvement and leadership of HCH program. Ideas:
- HCH staff present at Executive Committee meetings
- Standing Reports every month
  - HCH program finance report
  - Executive Committee Report
  - Housing and Health Committee

**Finance Committee:** Gay McDaniel and Fr. Rigo Caloca-Rivas met with HCH staff (David and interim finance staffer Jonathan Patterson) to develop standards for program financial reporting to Finance Committee. David is collecting different versions of financial reports from other county Co-Applicant Boards. Rigo and Gay would like Finance Committee to meet prior to regular Commission meetings.

**HCH Interim Director Jeffrey Seal MD** provided Director’s Report, including personnel updates, mobile clinic schedule changes, emergency issues, TRUST Clinic contract re-negotiation, HCH Strategic Planning process.

Lucy Kasdin provide overview of Hepatitis A outreach and vaccination efforts, acquiring vaccine and education efforts among encampments.

Lucy also outlined current HCH efforts to coordinate homeless outreach between many providers countywide.

Discussion of data systems used by HCH program (HMIS, HCH database, EHRs of contractors, etc) and current HCH goal of integrating into HMIS system.
### G. OTHER ITEMS

1. **New Commission Members**

   Commissioners will review, and continue to recruit and discuss at next meeting.

   **Next meeting agenda items:**
   - Orientation and coordination between HCH CCAB and HCH Commission. Listening and sharing.
   - HCH Director
   - Recruitment of South/East County Commission members

   **Deep Dive topics brainstorming:**
   - HMIS/EHR HCH data systems
   - TRUST Clinic
   - Shelter Health Initiatives
   - Quality Committee
   - HCH Program staff morale and direction
   - True partnership between HCH Commission and HCH program

### H. ADJOURNMENT

HCH Commission meeting adjourned at 11:15am

**Motion:**
boona; second: Fr. Rigo Caloca-Rivas; Yea: unanimous

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**HCH Director’s Report**  
**HCH Commission Meeting**  
**Friday 11/17/2017**

- Strategic planning, vision, and stakeholder interviews underway.
  - Presentation from Urban Institute at BOS Retreat 11/21

- Personnel updates: Working with HCSA Human Resources on:
  - HCH Director
  - HCH Finance Manager interviews in process
  - Administrative Assistant offer and acceptance completed
  - Registered Nurse III candidate targeted; provisional accepted
  - Senior Management Analyst interviews in process

- Various program updates:
  - Hepatitis A: Working to get vaccine & carry out targeted vaccinations Nov/Dec 2017
- Street Psychiatry program: Hiring Nurse, developing program to roll out 2018
- Coordinated Entry System: Going live Dec 2018
- Update HCH database/HMIS: Trying to integrate HCH patient database with County Homeless Management Information System
- Collaboration with HCD, SSA, and City of Oakland in working to establish encampment outreach standards

- Continued work around restructuring quality committee and contract management
- Trust Clinic: Upcoming program metrics development meeting, improved/expanded referrals through working with our outreach partners, preparation for contract renewal.
Meeting WEDNESDAY NOV 8 12:00 Noon – 2:00PM
1404 Franklin Street #209 Highlander Meeting Room

DRAFT MINUTES

<table>
<thead>
<tr>
<th>Meeting Location</th>
<th>HCH PROGRAM/TRUST Clinic offices 1404 Franklin Street 2nd Floor Highlander Meeting Room</th>
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<tbody>
<tr>
<td>Attendees</td>
<td>CCAB Board Members: (*Executive Committee)</td>
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<tr>
<td></td>
<td>Present:</td>
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<tr>
<td></td>
<td>Bennie Whitfield</td>
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<td></td>
<td>Mark Smith*</td>
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<td></td>
<td>Samuel Weeks*</td>
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<td></td>
<td>April Anthony*</td>
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<td></td>
<td>Denise Norman</td>
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<td></td>
<td>Sabrina Fuentes</td>
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<td>Jeannette Johnigan</td>
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<td>David Modersbach, HCH Program</td>
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<td></td>
<td>Absent:</td>
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<td></td>
<td>Guitar Whitfield</td>
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<td></td>
<td>Ami Moe</td>
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<td>Kimberlee Burks</td>
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Agenda

1. Welcome and introductions (5 min)
2. Meeting Roles (facilitator: Brenda; Timekeeper: Denise; Vibes-watcher: Bennie; Note-taker: David)
3. Review/Approval of Last Meeting Minutes.
   Minutes of 10/19/17 CCAB Meeting approved with minor edits by David.
4. Discussion/Announcements/Updates (20 min)
   a. Health Care Legislation/Policy Updates: Local, State, Federal
      i. CHIP and Health Center Funding Cliff discussion, if government doesn’t approve continued funding, child health insurance and health centers like HCH may be impacted.
      ii. Tax Reform: big cuts to corporations and wealthy balanced on increased taxes for individuals. Cuts in ACA are a possible part of Tax reform bill.
   b. Encampments: Oakland, Hayward, Berkeley
      i. April involved in Longfellow neighborhood, housing project there, lots of neighbors in support. Here/There has a restraining order against eviction.
      ii. Jeannette reported on Hayward unsheltered, pressures against unsheltered persons, no encampments. Hub at Auto Row?
iii. Sabrina reported about City of Oakland distribution of portapotties, people are going to those encampments. Discussed issues of crime and predation at the 23rd Ave camp.

iv. April provided update of Berkeley camps.

c. December 15 10-12noon: Joint HCH Commission / HCH CCAB Meeting

d. 2017 Street Medicine Conference Report (Sabrina)

5. HCH Commission/CCAB Executive Committee Report

   a. Sam reported about HCH Commission meetings, working on HCH Director position, and discussed the upcoming joint HCH Commission/HCH CCAB meeting on Friday 12/15/2017 10am-12noon. Group discussed how to share what the CCAB is doing and to communicate with the Commissioners:

      i. Mark: Overview of Quality of Services and HCH Connection to program consumers/patient experience

      ii. Sabrina: Coordination of Care, Patient flow through the health center,

      iii. April: Work we’ve done with focus groups, Needs Assessment

      iv. April: Encampments Campaign development

      v. Mark: Wants list of the responsibilities of the HCH Commission

      vi. Jeannette: Whole Person Care/HomeStretch/Coordinated Entry and HCH’s relation to those


b. It was decided that a group of three CCAB members were interested in coordinating a presentation to the Commissioners about the HCH CCABs activities, goals, and questions. Mark, Denise and Jeannette will meet with David prior to the Joint Meeting to discuss and prepare.

6. International Street Medicine Conference 2017 Allentown PA

   a. Sabrina attended, presented an overview of the symposium, which drew 200+ folks from all across the world. Main interest: Flow of persons through health care/housing systems, to reduce dehumanization. Need for data & EHR interoperability, Trauma-based Care, reducing programs promising things they cannot do, giving patients quick access to documents they need (birth certify, SS card, ID, etc) legalities, policy change, advocacy. To her it all boils down to Continuity of Care and relationships.

7. Hepatitis A Strategies and Flyer discussion

   a. Samuel led the group in an effort to develop an understandable, effective and readable Hepatitis A flyer to distribute when HCH is carrying out vaccination and outreach campaign. A beautiful flyer was produced.

8. CCAB Retreat Evaluation & Follow Up – Campaign Discussion

   a. A continued and unfinished discussion about evaluation of the 10/11/17 HCH CCAB retreat: boona was great, April’s work was highlighted, some wanted more personal stories and sharing between individuals. Smoke was bad. Janny Castillo’s storytelling, the Mandala great. Many didn’t care much for the catering truck. Grub hub a possibility next year. Should HCH CCAB carry out annual retreat? Evaluation cut short, will be continued...
9. Next Meeting Roles  
   a. Denise, Mark and Jeannette will meet to plan presentation at joint HCH Commission/HCH CCAB meeting.

<table>
<thead>
<tr>
<th>Next meetings:</th>
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<tbody>
<tr>
<td><strong>Friday December 15th 10:00AM</strong> Joint CCAB-HCH Commission Meeting</td>
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<tr>
<td><strong>Wednesday December 13th Noon-2pm</strong> HCH Holiday Gathering Party</td>
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<tr>
<td><strong>Friday January 12th noon-2pm</strong> HCH CCAB meeting</td>
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Tab 3

Brief overview of HCH health center governance
AHS Board of Trustees

Alameda Health System

AHS non-HCH Scope Of Service Sites (Hospital, John George, FACH, etc)

AHS QI Committee

AHS Homeless Coordination Office

AHS HCH Scope of Services Sites:
- Highland Wellness,
- Same Day Clinic,
- Eastmont, Newark,
- Hayward Clinics
- Mobile Health

HCH Commission
Health Center Co-Applicant Board

HCH Program Staff and Services

HCH Quality Committee

HCH Directly Provided Care

HCH Contracted Care

HCH CCAB Consumer/Community Advisory Board

Co-applicant agreement

County of Alameda Board of Supervisors

Alameda County Health Care Services Agency

Formal Oversight Roles

Relationship/Responsibility mediated through Co-applicant Agreement

Advisory relationship, members on committees
Tab 4
PPT Urban Institute
Consultant Report

Alameda County
Homelessness
Trends, Assistance, Funding, and Recommendations
Homelessness in Alameda County, CA
Trends, Assistance, Funding, and Recommendations

Sam Batko
Mary Cunningham
Josh Leopold

November 21, 2017

Urban Institute: Washington, DC based social research firm
Homelessness consulting services for Alameda County August-December 2017
Recommendations to address recent reported increase in homelessness based on:
- Interviews with county officials and partner organizations
- Review of local data
- Survey of county and city agencies and community-based organizations
- Review of national best practices

Presentation Overview
- Summary of existing data on homelessness in Alameda County
- Data Dashboard
- Promising practices in Alameda County and comparable communities
- Policy and programmatic recommendations
- Discussion

Background
- Urban Institute: Washington, DC based social research firm
- Homelessness consulting services for Alameda County August-December 2017
- Recommendations to address recent reported increase in homelessness based on:
  - Interviews with county officials and partner organizations
  - Review of local data
  - Survey of county and city agencies and community-based organizations
  - Review of national best practices

Definitions
Crisis Programs
- Outreach
- Emergency Shelter
- Transitional Housing
Permanent Housing Programs
- Rapid Re-Housing
- Permanent Supportive Housing
- Permanent Housing
Homelessness Systems
- Continuum of Care (CoC)
- System Performance Measures
- Homeless Management Information System (HMIS)
- Coordinated Entry
Homelessness in Alameda County

2017 Snapshot and Trends

### Homelessness in Alameda County, 2017

<table>
<thead>
<tr>
<th>Overall</th>
<th>Individuals</th>
<th>People in Families</th>
<th>Chronically Homeless Individuals</th>
<th>Unaccompanied Youth</th>
<th>Veterans</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,863</td>
<td>3,780</td>
<td>28</td>
<td>1,404</td>
<td>10</td>
<td>154</td>
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Source: 2017 Alameda County PIT Count

### Rates of Homelessness in Alameda County and Other California Counties

<table>
<thead>
<tr>
<th>County</th>
<th>Rate of Homelessness, 2017 (per 10,000)</th>
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<tbody>
<tr>
<td>San Francisco County</td>
<td>86.1</td>
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<tr>
<td>Los Angeles County</td>
<td>57.0</td>
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<tr>
<td>Santa Clara County</td>
<td>38.5</td>
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<td>San Diego County</td>
<td>27.5</td>
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<tr>
<td>Alameda County</td>
<td>34.2</td>
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<tr>
<td>Berkeley</td>
<td>80.2</td>
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<tr>
<td>Oakland</td>
<td>65.7</td>
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<tr>
<td>Albany</td>
<td>33.5</td>
</tr>
<tr>
<td>Livermore</td>
<td>27.3</td>
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<tr>
<td>Alameda (city)</td>
<td>25.9</td>
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<tr>
<td>Hayward</td>
<td>25.0</td>
</tr>
<tr>
<td>Emeryville</td>
<td>24.8</td>
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<tr>
<td>Fremont</td>
<td>20.5</td>
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<tr>
<td>Newark</td>
<td>15.3</td>
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<tr>
<td>Alameda County (unincorporated)</td>
<td>14.6</td>
</tr>
<tr>
<td>San Leandro</td>
<td>12.0</td>
</tr>
<tr>
<td>Union City</td>
<td>5.3</td>
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<tr>
<td>Dublin</td>
<td>3.5</td>
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<tr>
<td>Pleasanton</td>
<td>2.2</td>
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<tr>
<td>Piedmont</td>
<td>0</td>
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Source: 2017 PIT count; 2016 Census Bureau population estimates

### Overall Trends in Homelessness: 2007-2017

Source: Alameda County PIT counts

- Individuals
- Chronically Homeless Individuals
- People in Families
- Veterans
- Unaccompanied Youth

Source: Alameda County PIT counts

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**Local Perceptions of Homeless Trends**

- In survey of 11 cities & 11 CBOs, 72% of city respondents thought homelessness in their cities was increasing, 28% thought it had stayed the same.
- 100% of respondents from community-based organizations (CBOs) thought homelessness was increasing.
- Nearly every respondent cited increasing housing costs and/or a shortage of supply as the main driver of the increased homeless count.
- Most common responses about how homeless population was changing:
  - More families doubled-up or living in their cars.
  - More opioid and methamphetamine users.

*CBO survey was completed by 12 staff members of local CBOs that were identified by the County.

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**Drivers of increase in homelessness**

- Change in methodology for counting unsheltered between 2015 & 2017
- PIT is a factor in magnitude of increase.
- Shift from service-based count to full canvas of the area.
- Difficult to quantify impact.
- Part of a statewide phenomenon (Los Angeles, San Diego, Santa Clara all saw double digit increases in homelessness).
- HUD Fair Market Rents not keeping pace with rental market led to difficulties using tenant-based rental assistance (vouchers, rapid rehousing).

Source: Surveys of Cities & CBOs in Alameda County.

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- Non-Chronically Homeless Individuals
- Chronically Homeless Individuals
- People in Families

Source: Surveys of Cities & CBOs in Alameda County.
Homeless Assistance in Alameda County
Housing Inventory, Funding, and Performance

**Homeless Assistance Bed Inventory, 2017**

- **Family Beds**
  - 1,970 Family Beds
  - 13.0% Interim
  - 46.6% Permanent
  - 49.3% Emergency Shelter
  - 16.6% Transitonal Housing
  - 15.0% Rapid Re-Housing
  - 4.6% Permanent Supportive Housing

- **Individual Beds**
  - 2,848 Individual Beds
  - 14.0% Interim
  - 44.6% Permanent
  - 18.2% Emergency Shelter
  - 12.1% Transitonal Housing
  - 15.0% Rapid Re-Housing
  - 2.6% Permanent Supportive Housing

**Budgeted FY 2016-17 County Homelessness Funding**

- **Funding Type**
  - Permanent Supportive Housing: $28,425,715
  - Housing Resource Centers: $8,900,000
  - Emergency Shelter & Transitional Housing: $7,704,093
  - Rapid Re-Housing: $5,827,019
  - Outreach: $1,274,460
  - Other: $11,597,631
  - Total: $63,728,918

**HUD Continuum of Care Funding, FFY 2016**

- **Funding Type**
  - Permanent Supportive Housing: $23,486,919
  - Transitional Housing: $4,268,153
  - Rapid Re-Housing: $3,968,479
  - Supportive Services Only: $1,038,571
  - Planning: $845,238
  - HMIS: $391,907
  - Total: $33,998,867

Source: HUD CoC data

Source: Alameda County, Board of Supervisors presentation (July 18, 2017)
System Performance Measures, FFY 2014-16

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<tbody>
<tr>
<td>Number served annually</td>
<td>12,383</td>
<td>11,567</td>
<td>11,661</td>
</tr>
<tr>
<td>First Time Homelessness</td>
<td>3,417</td>
<td>3,174</td>
<td>2,695</td>
</tr>
<tr>
<td>Average Length of Homelessness</td>
<td>230 days</td>
<td>398 days</td>
<td>437 days</td>
</tr>
<tr>
<td>Exits to Permanent Housing</td>
<td>2,196</td>
<td>2,138</td>
<td>2,069</td>
</tr>
<tr>
<td>% Exits to Permanent Housing</td>
<td>33%</td>
<td>43%</td>
<td>42%</td>
</tr>
<tr>
<td># Exited to permanent housing and returned to homelessness within 2 years</td>
<td>306</td>
<td>368</td>
<td>434</td>
</tr>
<tr>
<td>% Returns to Homelessness (within 2 years)</td>
<td>16.80%</td>
<td>18.70%</td>
<td>17.90%</td>
</tr>
</tbody>
</table>

Source: Alameda County HMIS administrative data
Dashboard Data Sources

- HUD data on housing inventory & CoC funding
- EveryOne Home
- HCD, SSA, HCSA budgets and documents
- Survey of city agencies

Additional measures to track

<table>
<thead>
<tr>
<th>Coordinated Entry/HRC</th>
<th>Outreach</th>
<th>Performance</th>
<th>Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Household type (composition, gender, age)</td>
<td>• Individual or household contacts</td>
<td>• Returns to homelessness within 3 months of PH exit</td>
<td>• City and County funding by program type</td>
</tr>
<tr>
<td>• Current housing situation</td>
<td>• Encampment of 15 or more (Y/N)</td>
<td>• Duration of assistance/length of stay in program</td>
<td>• CoC funding by program type</td>
</tr>
<tr>
<td>• Current ZIP code</td>
<td>• Geographic information</td>
<td>• Length of time between program entry and move-in date</td>
<td>• City and County costs per household</td>
</tr>
<tr>
<td>• Type of assistance required</td>
<td></td>
<td>• Percent of entries by chronically homeless</td>
<td>• City and County costs per permanent housing exit</td>
</tr>
<tr>
<td>• Assistance received</td>
<td></td>
<td>• Total assistance per household</td>
<td></td>
</tr>
</tbody>
</table>

Alameda County funding by City & Program Type

<table>
<thead>
<tr>
<th>City</th>
<th>Outreach</th>
<th>Emergency Shelter</th>
<th>Transitional Housing</th>
<th>Rapid Re-Housing</th>
<th>Permanent Supportive Housing</th>
<th>Supportive Services</th>
<th>Coordinated entry</th>
<th>Prevention</th>
<th>Other Program Type</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oakland</td>
<td>$365,000</td>
<td>$569,949</td>
<td>$17.4m</td>
<td>$1.9m</td>
<td>$547,603</td>
<td>$5.3m</td>
<td>$1.5m</td>
<td>$30.2m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Berkeley</td>
<td>$450,000</td>
<td>$748,226</td>
<td>$221,426</td>
<td>$5.2m</td>
<td>$499,019</td>
<td>$1.3m</td>
<td>$250,000</td>
<td>$108,528</td>
<td>$8.7m</td>
<td></td>
</tr>
<tr>
<td>Fremont</td>
<td>$500,000</td>
<td>$210,000</td>
<td>$60,000</td>
<td>$100,000</td>
<td>$500,000</td>
<td>$240,000</td>
<td>$1.2m</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Livermore</td>
<td>$79,684</td>
<td>$75,000</td>
<td>$25,000</td>
<td>$60,000</td>
<td>$165,265</td>
<td></td>
<td></td>
<td>$394,947</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alameda (city)</td>
<td>$125,000</td>
<td>$74,401</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$199,401</td>
</tr>
<tr>
<td>Albany</td>
<td>$16,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,000</td>
<td>$218,000</td>
<td>$242,000</td>
<td></td>
</tr>
<tr>
<td>San Leandro</td>
<td>$35,000</td>
<td></td>
<td>$1.75m</td>
<td>$100,000</td>
<td></td>
<td>$186,000</td>
<td>$2.1m</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union City</td>
<td>$20,000</td>
<td></td>
<td>$16,000</td>
<td>$305,000</td>
<td></td>
<td>$70,000</td>
<td>$411,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emeryville</td>
<td></td>
<td>$60,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$60,000</td>
<td></td>
</tr>
<tr>
<td>Dublin</td>
<td>$21,179</td>
<td></td>
<td>$206,602</td>
<td></td>
<td></td>
<td>$227,781</td>
<td></td>
<td></td>
<td>$455,562</td>
<td></td>
</tr>
<tr>
<td>Pleasanton</td>
<td>$50,000</td>
<td>$46,000</td>
<td>$20,000</td>
<td></td>
<td></td>
<td>$10,000</td>
<td>$10,000</td>
<td>$176,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unincorporated Alameda County (HCD only)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$30,000</td>
<td>$30,000</td>
<td></td>
<td>$60,000</td>
</tr>
</tbody>
</table>

Source: City survey responses from most recent fiscal year.

Dashboard Recommendations

- Do not solely rely on a survey to capture this information
- Develop a process to collect and standardize financial data across agencies and County and city governments
- Focus on available funding streams and eligible uses to avoid coverage gaps
- Share findings to confirm accuracy and inform investments and policies
- Integrate financial data with EveryoneHome system performance goals
Profiles of Promising Practices in Comparable Communities

Introduction to different jurisdictions

- Alameda County, California
- San Francisco, California
- Santa Clara County, California
- Los Angeles County, California
- King County, Washington
- Maricopa County, Arizona
- Salt Lake County, Utah

Summary of Peer County Indicators

<table>
<thead>
<tr>
<th>CoC/Lead Homeless Agency</th>
<th>Alameda County</th>
<th>San Francisco County</th>
<th>Santa Clara County</th>
<th>L.A. County</th>
<th>King County</th>
<th>Maricopa County</th>
<th>Salt Lake County</th>
</tr>
</thead>
<tbody>
<tr>
<td># Homeless (2017 PIT)</td>
<td>5,629</td>
<td>7,499</td>
<td>7,394</td>
<td>57,794</td>
<td>11,643</td>
<td>5,605</td>
<td>2,047</td>
</tr>
<tr>
<td># Homeless (2015 PIT)</td>
<td>4,040</td>
<td>7,539</td>
<td>6,556</td>
<td>44,359</td>
<td>10,047</td>
<td>5,631</td>
<td>2,176</td>
</tr>
<tr>
<td>% Change Homeless ('15-'17)</td>
<td>+39%</td>
<td>-0.5%</td>
<td>+13%</td>
<td>+30%</td>
<td>+16%</td>
<td>-0.5%</td>
<td>-6%</td>
</tr>
<tr>
<td>% Unsheltered (2017 PIT)</td>
<td>69%</td>
<td>58%</td>
<td>74%</td>
<td>74%</td>
<td>47%</td>
<td>37%</td>
<td>8%</td>
</tr>
<tr>
<td>% Change Unsheltered ('15-'17)</td>
<td>63%</td>
<td>-1%</td>
<td>18%</td>
<td>38%</td>
<td>43%</td>
<td>60%</td>
<td>88%</td>
</tr>
<tr>
<td>Homeless rate (per 10,000)</td>
<td>34</td>
<td>86</td>
<td>38</td>
<td>57</td>
<td>54</td>
<td>13</td>
<td>18</td>
</tr>
</tbody>
</table>

Summary of HUD Support across Counties

<table>
<thead>
<tr>
<th>CoC Award/Person</th>
<th>Alameda County</th>
<th>San Francisco County</th>
<th>Santa Clara County</th>
<th>L.A. County</th>
<th>King County</th>
<th>Maricopa County</th>
<th>Salt Lake County</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSH</td>
<td>$23,486,919</td>
<td>$27,859,037</td>
<td>$12,771,375</td>
<td>$80,178,096</td>
<td>$22,730,226</td>
<td>$21,276,438</td>
<td>$5,740,241</td>
</tr>
<tr>
<td>RRH</td>
<td>$3,968,479</td>
<td>$4,400,850</td>
<td>$11,982,113</td>
<td>$4,349,594</td>
<td>$2,148,898</td>
<td>$863,114</td>
<td></td>
</tr>
<tr>
<td>T(H)</td>
<td>$4,268,153</td>
<td>$4,682,271</td>
<td>$8,948,799</td>
<td>$3,305,818</td>
<td>$413,615</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive Serv.</td>
<td>$1,038,071</td>
<td>$1,137,627</td>
<td>$1,484,425</td>
<td>$4,296,906</td>
<td>$1,827,500</td>
<td>$855,158</td>
<td></td>
</tr>
<tr>
<td>HHES</td>
<td>$591,907</td>
<td>$595,621</td>
<td>$714,321</td>
<td>$1,549,260</td>
<td>$403,754</td>
<td>$400,921</td>
<td>$223,155</td>
</tr>
<tr>
<td>Safe Haven</td>
<td></td>
<td>$584,327</td>
<td>$791,627</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Only reflects money from HUD, not overall dollars in county. Source: 2017 Point in Time Count; 2016 HUD CoC Dashboard.
Notable Initiatives

Alameda County
- Whole Person Care
- Measure A1 Bond
- Early mover on Housing First

Other Counties’ Initiatives

Increased or Innovative Funding
- Measure H/HHH (LA County/City)
- Medicaid Demonstration (Maricopa County)
- Support from faith-based community, philanthropy, business (Salt Lake County)

Studies & plans
- Home Not Found – Cost of Homelessness Study (Santa Clara County)
- Action Plan (LA County)
- Rapid Re-Housing study (Maricopa County)

Improving Service Provision
- Homeless Outreach Team (SF County)
- Encampment Resolution Team (SF County)
- Human Services Campuses (Maricopa County)

Housing solutions
- Housing Choice Voucher set aside for PSH (multiple counties)
- Project Welcome Home (Santa Clara County)
- Landlord Liaison Project (King County)

Notable Initiatives – Increased or Innovative Funding

- Measure A1 Bond (Alameda County)
- Measure H/HHH (LA County/City)
- Medicaid Demonstration (Maricopa County)
- Allow Medicaid to pay for support services for single adults
- Support from faith-based community, philanthropy, business (Salt Lake County)

Notable Initiatives – Studies & Plans

- Home Not Found – Cost of Homelessness Study (Santa Clara County)
- Homelessness cost Santa Clara County over $500 million per year
- Action Plan (LA County)
- LA County Board of Supervisors approved action plan of nearly four dozen strategies, including funding to implement
- Rapid Re-Housing study (Maricopa County)

Notable Initiatives - Improving Service Provision

- Whole Person Care (Alameda County)
- Homeless Outreach Team (SF County)
- Collaboration that provides services, case management, and street medicine
- Encampment Resolution Team (SF County)
- Resolved 17 encampments in first year, placing over 300 people into safe residential programs
- Human Services Campuses (Maricopa County)
- Effectiveness is not clear: expensive and not always humane
- There are better ways to co-locate services
Notable Initiatives – Housing Solutions

- Early mover on Rapid Re-Housing and Housing First (Alameda County)
- Housing Choice Voucher set aside for PSH (multiple counties)
- Housing Authority of the County of Los Angeles dedicates nearly all turnover units to homeless
- Project Welcome Home (Santa Clara County)
  - Pay for Success project – will provide permanent supportive housing for 150-200 chronically homeless individuals
- Landlord Liaison Project (King County)
  - Housed more than 7,000 people since 2009

Basis for recommendations

Synthesis of:
- Recommendations provided by respondents from CBO and city agency survey
- Interviews with county agency staff
- Review of best practices in comparable communities

Recommendations

Improve coordination and data sharing

- Expand current efforts to coordinate funding priorities between agencies
- Clarify roles and responsibilities between EveryOne Home, County, cities, and CBOs
- Establish formal data sharing process between city and County agencies to share information on funding by revenue source and program
- Ensure that ranking and rating process for CoC funding is clearly understood by key stakeholders
Take bold action on housing

• Continue focus on permanent housing as solution for homelessness
• Identify operating and service subsidies to target a greater share of affordable units to homeless and extremely low income
• Conduct a thorough needs assessment of # of units and estimated cost to prevent and end homelessness
• Develop a housing affordability plan to reach that unit target
• To increase housing supply, County could consider
  • local, dedicated funding stream for operations and services for supportive housing
  • Land-use reform to encourage micro-units and accessory dwelling units

Use coordinated entry for systems planning

• Create a plan to regularly analyze the data collected through coordinated entry to:
  • Inform systems-level analysis of gaps and inefficiencies in the homelessness response system
  • Identify and address resource differences across regions to ensure equitable access of services across county
  • Monitor efficiency of coordinated entry system and functionality of the assessment tool
  • Develop system for sharing this data and using it for decision-making

Maximize potential of housing resource centers

• Continue support for implementing coordinated entry as it rolls out
• Establish a shared vision for how coordinated entry will improve system
  • Clear accountability for implementation progress
  • Transparency on how resources are allocated
  • Clear policies on how vacant housing units are filled
• Make sure HRCs have permanent housing resources to connect people to
• Continue to align contracts and other leverage points to increase participation among non-HUD funded providers, particularly outside of Oakland and Berkeley, including outreach teams

Find new funding streams for long-term supportive housing tenants

• Most homeless funding goes to existing supportive housing tenants
• Assess ongoing service needs for longer-term supportive housing tenants
• When appropriate, offer regular voucher with connection to mainstream services
• Encourage PHA preferences for “stable” supportive housing tenants
• Identify Medi-Cal or other non-homeless targeted funding for housing navigation and tenancy supports
• Provide training to interested CBOs to bill Medi-Cal for eligible activities
Coordinate outreach efforts

- Support ongoing process to coordinate outreach efforts throughout the County and with cities
- Standardize practice across County regions
- Collect and use data collected by outreach teams in HMIS, integrate outreach into coordinated entry
- Assign outreach leads by geography
- Reward outreach providers for placements into temporary and permanent housing
- Increase oversight and monitoring of outreach teams

Encourage humane and efficient responses to unsheltered population

- Increase shelter capacity, with investment in housing resources needed for exit
  - Be mindful of the 3 P’s: partners, pets, and personal belongings
- Adopt humane responses for people who are outdoors now
- Establish county-wide policies and procedures for encampment clearing
- Work with cities to carefully monitor any sanctioned encampments

Clarify leadership and collective vision

- Strengthen the governance capacity and coordination of policies and funding decisions across the county
- Clarify roles and responsibilities between EveryOne Home and County and city governments
- Ensure every entity has needed resources, skill sets, and authority to fill their assigned roles
- Opportunities for electeds, business leaders, philanthropists to show leadership on this issue
- Work to connect systems improvements at the front-door to housing opportunities at the backdoor

Discussion