

**Alameda County Health Care for the Homeless Commission**  
**Friday, December 15, 2017 10:00am -12:00 noon**  
**Alameda County Health Care for the Homeless Offices**  
**1404 Franklin Street #200 Highlander Room**  
**Oakland CA 94612**

**AGENDA**

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

Item	Presenter	TAB	Time
A. CALL TO ORDER 1. Welcome & Introductions 2. Adopt agenda	boona cheema chair HCH Commission		10:00 AM 15min
B. CLOSED SESSION 1. No Closed Session.			
C. PUBLIC COMMENT** Persons wishing to address items on or off agenda			5 min
D. CONSENT AGENDA • HCH Commission: Review and Approve Minutes of 11/17/2017 HCH Commission meeting; • HCH CCAB: Review and Approve Minutes of 11/8/2017 HCH Consumer /Community Advisory Board meeting		<a href="#">TAB 1</a>  <a href="#">TAB 2</a>	5 min
E. BOARD ORIENTATION Brief overview of HCH health center governance	David Modersbach HCH Grants & Special Projects	<a href="#">TAB 3</a>	15min
F. REGULAR AGENDA 1. HCH Executive, Finance and Health/Housing Committee Board Reports Postponed until January 2. HCH Director Position: HCH Program Report & Discussion 3. Joint Discussion: Roles, Goals and Working in Partnership a. Presentation by HCH CCAB Members b. Presentation by HCH Commissioners c. Discussion and Plans 4. Next Steps	Kathleen Clanon MD, Jeffrey Seal MD  Sam Weeks boona cheema	<a href="#">TAB 4</a>	15 min  40 min  10 min
G. OTHER ITEMS 1. Discussion of HCH Commission vacant seat. 2. Items for upcoming agendas 3. Housekeeping			5 min 10 min
H. ADJOURNMENT			12:00 pm

\* 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/>.

**Tab 1:**  
**Draft Minutes 11/17/2017**  
**HCH Commission Meeting**

**Alameda County Health Care for the Homeless Commission**  
**Friday, November 17, 2017 9:00am-11:00am**  
**Health Care Services Agency 1000 San Leandro Blvd #300, San Leandro CA 94577**

**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

Absent:

Jean Richardson-Prasher

County Staff/Partners Present:

Jeffrey Seal MD, HCH Interim  
 Director/Medical Director  
 David Modersbach HCH Grants Mgr  
 Heather MacDonald Fine, AHS  
 Lucy Kasdin, AHS Deputy Director

Item	Discussion/recommendations	Action
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	<b>Motion:</b> 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.	<b>Motion:</b> Lynette Lee; second, Sam Weeks Yea: unanimous
E. BOARD ORIENTATION	All HCH Commissioner Orientations from past year, all accessible on ACHCH website: <a href="https://www.achch.org/orientation-materials.html">https://www.achch.org/orientation-materials.html</a> . Heather MacDonald-Fine Manager of Homeless Coordination Office at AHS	

	<p>presented orientation to Alameda Health System. Discussion included:</p> <ul style="list-style-type: none"> <li>• Alameda Health Foundation, which is an independent 501c3 nonprofit which responds to fundraising needs of the AHS Board of Trustees.</li> <li>• HCH Commission oversight and control over homeless health center specific services, workflows and processes.</li> <li>• Improvement of validity of screening for homelessness at registration</li> <li>• Monthly reporting including ED, JGP and hospital homeless utilization.</li> <li>• Quality measures: How does homeless population actually compare with general population (comparing active patients to a general pool including “inactive.”</li> <li>• Scope of HCH Health Center</li> <li>• Respite Care (AHS has 10 respite beds not on HCH Scope, needs more)</li> <li>• How HCH Commission can engage with BOT -- joint meetings, work between Boards on topics of interest to BOT and HCH Commission.</li> </ul>	
<p>F. REGULAR AGENDA</p> <p>5. Consumer/Community Input – Report from HCH Consumer /Community Advisory Board Sam Weeks, DDS CCAB Board Chair</p> <p>6. Board Ad Hoc Committee reports -</p>	<p>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 (23<sup>rd</sup> 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.</p> <p>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.</p> <p><b>Executive Committee</b> 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.</p> <p><b>Housing As Health Care Committee</b> 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.</p> <p>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</p>	

<p>7. HCH Program Report</p>	<p>that the Commission can push the HCSA to carry out roles of:</p> <ol style="list-style-type: none"> <li>1) Setting countywide Standards for Encampments and Health;</li> <li>2) Providing essential safety-net health and hygiene services at encampments;</li> <li>3) Be change agents furthering a health and safety agenda countywide.</li> </ol> <p>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.</p> <p>Commissioners discussed changing meeting agenda to guide Commission toward more involvement and leadership of HCH program. Ideas:</p> <ul style="list-style-type: none"> <li>• HCH staff present at Executive Committee meetings</li> <li>• Standing Reports every month <ul style="list-style-type: none"> <li>○ HCH program finance report</li> <li>○ Executive Committee Report</li> <li>○ Housing and Health Committee</li> </ul> </li> </ul> <p><b>Finance Committee:</b> 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.</p> <p><b>HCH Interim Director Jeffrey Seal MD</b> provided Director's Report, including personnel updates, mobile clinic schedule changes, emergency issues, TRUST Clinic contract re-negotiation, HCH Strategic Planning process.</p> <p>Lucy Kasdin provide overview of <a href="#">Hepatitis A</a> outreach and vaccination efforts, acquiring vaccine and education efforts among encampments.</p> <p>Lucy also outlined current HCH efforts to coordinate homeless outreach between many providers countywide.</p> <p>Discussion of data systems used by HCH program (HMIS, HCH database, EHRs of contractors, etc) and current HCH goal of integrating into HMIS system.</p>	
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<p>G. OTHER ITEMS</p> <p>1. New Commission Member</p> <p>1. Items for upcoming agendas</p>	<p>Commissioners will review, and continue to recruit and discuss at next meeting.</p> <p>Next meeting agenda items:</p> <ul style="list-style-type: none"> <li>• Orientation and coordination between HCH CCAB and HCH Commission. Listening and sharing.</li> <li>• HCH Director</li> <li>• Recruitment of South/East County Commission members</li> </ul> <p>Deep Dive topics brainstorming:</p> <ul style="list-style-type: none"> <li>• HMIS/EHR HCH data systems</li> <li>• TRUST Clinic</li> <li>• Shelter Health Initiatives</li> <li>• Quality Committee</li> <li>• HCH Program staff morale and direction</li> <li>• True partnership between HCH Commission and HCH program</li> </ul>	
<p>H. ADJOURNMENT</p>	<p>HCH Commission meeting adjourned at 11:15am</p>	<p><b>Motion:</b> boona; second: Fr. Rigo Caloca-Rivas; Yea: unanimous</p>

**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 w/County Homeless Management Information System
  - Collaboration with HCD, SSA, and City of Oakland in working to establish encampment outreach standards
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- 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.

**Tab 2:**  
**Draft Minutes 11/8/2017**  
**HCH Consumer/Community**  
**Advisory Board Meeting**



Alameda County Health Care for the Homeless Program  
 Consumer/Community Advisory Board (CCAB)  
 384-14th Street  
 Oakland, CA 94612

TEL: (510) 891-8950  
 FAX (510) 273-3802  
 achchp@acgov.org  
[www.achch.org](http://www.achch.org)

**Alameda County Health Care for the Homeless Program  
 Consumer/Community Advisory Board (CCAB)  
Meeting WEDNESDAY NOV 8 12:00 Noon – 2:00PM  
 1404 Franklin Street #209 Highlander Meeting Room**

**DRAFT MINUTES**

<b>Meeting Location</b>	HCH PROGRAM/TRUST Clinic offices 1404 Franklin Street 2 <sup>nd</sup> Floor Highlander Meeting Room
<b>Attendees</b>	<p>CCAB Board Members: (*Executive Committee)</p> <p><b>Present:</b>          Bennie Whitfield          Mark Smith*          Samuel Weeks*          April Anthony*          Denise Norman          Sabrina Fuentes          Jeannette Johnigan          David Modersbach, HCH Program</p> <p><b>Absent:</b>          Guitar Whitfield          Ami Moe          Kimberlee Burks</p>
<b>Agenda</b>	<ol style="list-style-type: none"> <li>1. <b>Welcome and introductions</b> (5 min)</li> <li>2. <b>Meeting Roles</b> (facilitator: Brenda; Timekeeper: Denise; Vibes-watcher: Bennie; Note-taker: David)</li> <li>3. <b>Review/Approval of Last Meeting Minutes.</b> Minutes of 10/19/17 CCAB Meeting approved with minor edits by David.</li> <li>4. <b>Discussion/Announcements/Updates</b> (20 min)             <ol style="list-style-type: none"> <li>a. Health Care Legislation/Policy Updates: Local, State, Federal                 <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol> </li> <li>b. Encampments: Oakland, Hayward, Berkeley                 <ol style="list-style-type: none"> <li>i. April involved in Longfellow neighborhood, housing project there, lots of neighbors in support. Here/There has a restraining order against eviction.</li> <li>ii. Jeannette reported on Hayward unsheltered, pressures against unsheltered persons, no encampments. Hub at Auto Row?</li> </ol> </li> </ol> </li> </ol>

iii. Sabrina reported about City of Oakland distribution of portapotties, people are going to those encampments. Discussed issues of crime and predation at the 23<sup>rd</sup> 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

vii. Mark: Who does HCH CCAB report to? Findings/ Issues / Consumers/ Commission / Policy & Politics

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**

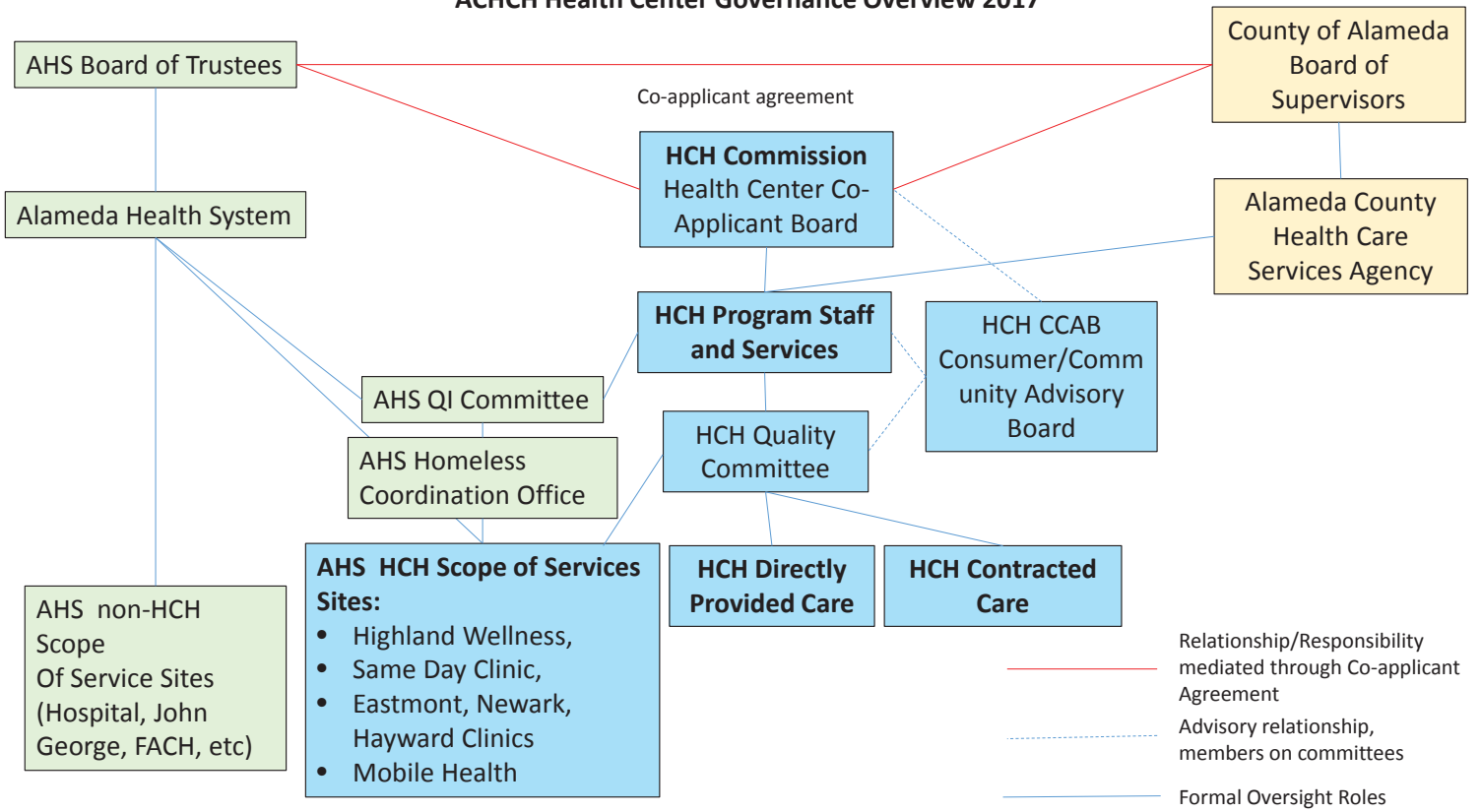
a. A continued and unfinished discussion about evaluation of the 10/11/17 HCH CCAB retreat: boona was great, April's work was highlighted, some wanted more personal stories and sharing between individuals. Smoke was bad. Janny Castillo's storytelling, the Mandala great. Many didn't care much for the catering truck. Grub hub a possibility next year. Should HCH CCAB carry out annual retreat? Evaluation cut short, will be continued...

	<p><b>9. Next Meeting Roles</b></p> <ul style="list-style-type: none"><li>a. Denise, Mark and Jeannette will meet to plan presentation at joint HCH Commission/HCH CCAB meeting.</li></ul>
	<p style="text-align: center;"><b>Next meetings:</b></p> <p><b>Friday December 15<sup>th</sup> 10:00AM Joint CCAB-HCH Commission Meeting</b> <b>Wednesday December 13<sup>th</sup> Noon-2pm HCH Holiday Gathering Party</b> <b>Friday January 12<sup>th</sup> noon-2pm HCH CCAB meeting</b></p>

## **Tab 3**

# **Brief overview of HCH health center governance**

### ACHCH Health Center Governance Overview 2017



# **Tab 4**

## **PPT Urban Institute Consultant Report**

### **Alameda County Homelessness**

#### **Trends, Assistance, Funding, and Recommendations**



November 21, 2017

## Homelessness in Alameda County, CA

Trends, Assistance, Funding, and Recommendations

Sam Batko  
Mary Cunningham  
Josh Leopold

## 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

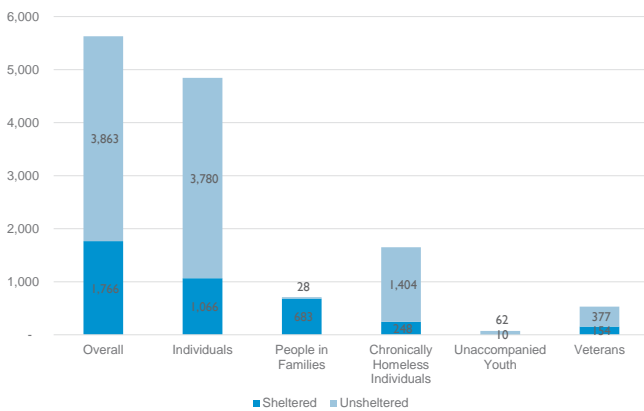
2017 Snapshot and Trends

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

County	Rate of Homelessness, 2017 (per 10,000)
San Francisco County	86.1
Los Angeles County	57.0
Santa Clara County	38.5
San Diego County	27.5
<b>Alameda County</b>	<b>34.2</b>
Berkeley	80.2
Oakland	65.7
Albany	33.5
Livermore	27.3
Alameda (city)	25.9
Hayward	25.0
Emeryville	24.8
Fremont	20.5
Newark	15.3
Alameda County (unincorporated)	14.6
San Leandro	12.0
Union City	5.3
Dublin	3.5
Pleasanton	2.2
Piedmont	0

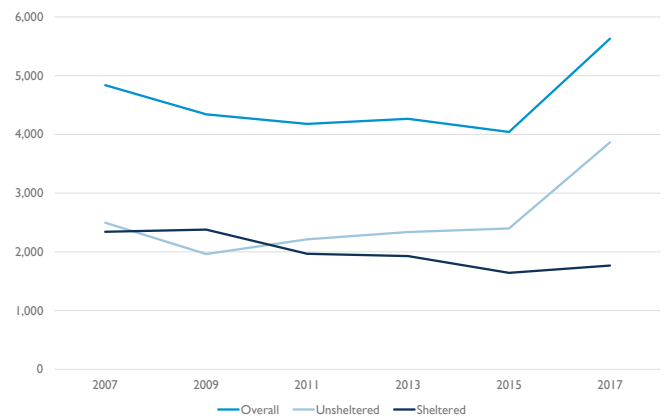
URBAN INSTITUTE • Source: 2017 PIT count; 2016 Census Bureau population estimates

## Homelessness in Alameda County, 2017



Source: 2017 Alameda County PIT Count

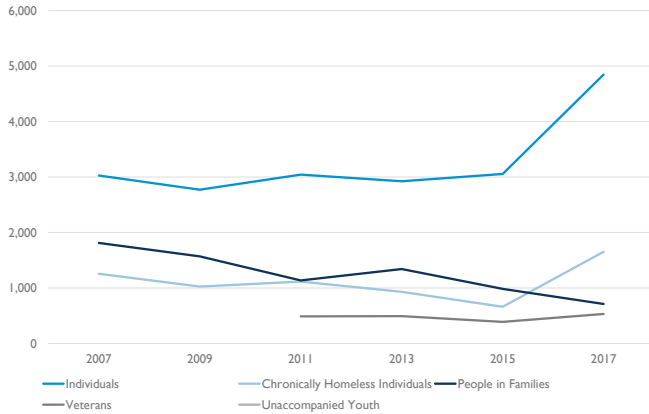
## Overall Trends in Homelessness: 2007-2017



Source: Alameda County PIT counts



## Trends in Homelessness by Subpopulation: 2007-2017



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

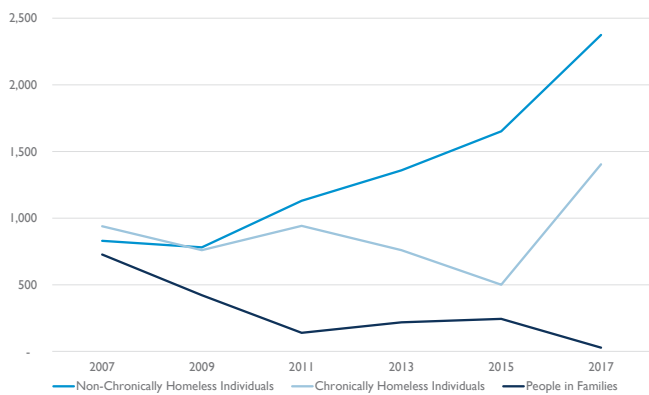
\*CBO survey was completed by 12 staff members of local CBOs that were identified by the County

Source: Surveys of Cities & CBOs in Alameda County

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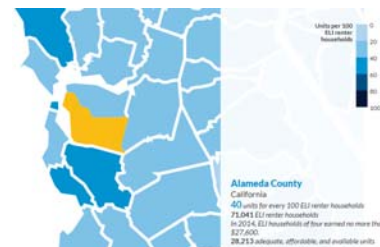
## Trends in Unsheltered Homelessness: 2007-2017



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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)



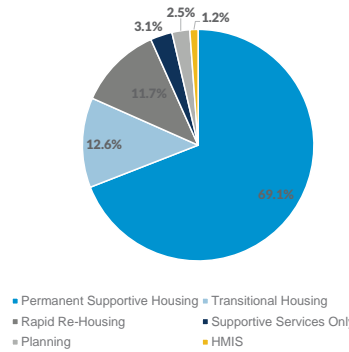
URBAN INSTITUTE Source: Urban Institute Affordability Gap Map

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# Homeless Assistance in Alameda County

Housing Inventory, Funding, and Performance

## HUD Continuum of Care Funding, FFY 2016



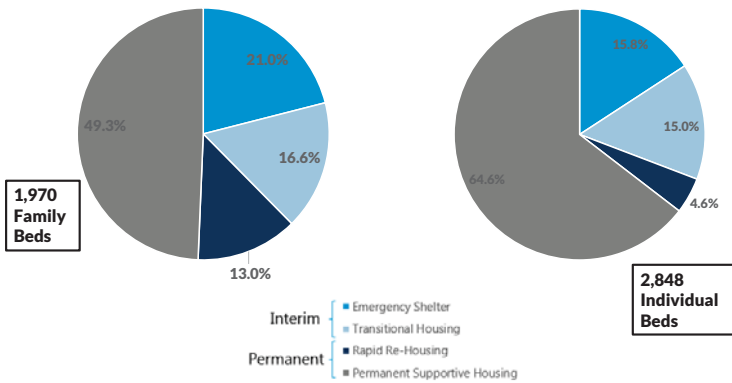
Funding Type	Dollars
Permanent Supportive Housing	\$23,486,919
Transitional Housing	\$4,268,153
Rapid Re-Housing	\$3,968,479
Supportive Services Only	\$1,038,171
Planning	\$845,238
HMIS	\$391,907
<b>Total</b>	<b>\$33,998,867</b>

Source: HUD CoC data

## Homeless Assistance Bed Inventory, 2017

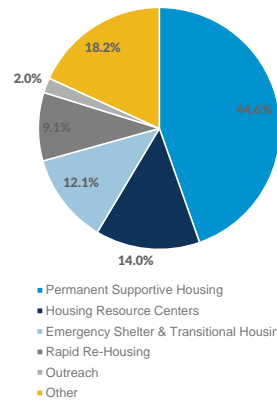
Family Beds

Individual Beds



Source: HUD HIC data

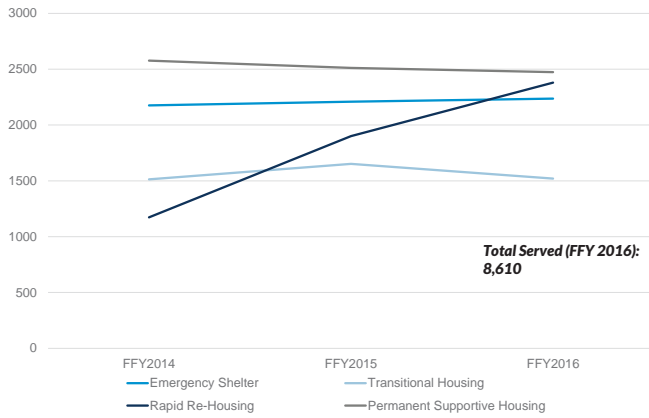
## Budgeted FY 2016-17 County Homelessness Funding



Funding Type	Dollars
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
<b>Total</b>	<b>\$63,728,918</b>

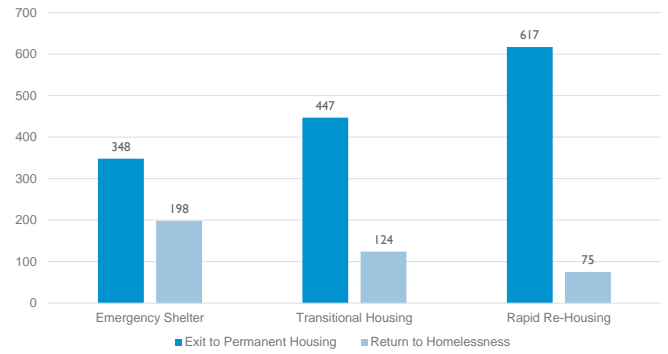
Source: Alameda County, Board of Supervisors presentation (July 18 2017)

## Served by Program Type, FFY 2014-16



Source: Alameda County HMIS administrative data

## Performance by Program Type, FFY 2016



Note: Timeframe is 24 months

Source: Alameda County HMIS administrative data

## System Performance Measures, FFY 2014-16

Performance Metric	FFY 2014	FFY 2015	FFY 2016
Number served annually	12,383	11,567	11,661
First Time Homelessness	3,417	3,174	2,695
Average Length of Homelessness	230 days	398 days	437 days
Exits to Permanent Housing	2,196	2,138	2,069
% Exits to Permanent Housing	33%	43%	42%
# Exited to permanent housing and returned to homelessness within 2 years	306	368	434
% Returns to Homelessness (within 2 years)	16.80%	18.70%	17.90%

Source: Alameda County HMIS administrative data

# Data Dashboard

Population Need, Performance, and Resources

## 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

Coordinated Entry/HRC	Outreach	Performance	Financial
<ul style="list-style-type: none"> <li>• Household type (composition, gender, age)</li> <li>• Current housing situation</li> <li>• Current ZIP code</li> <li>• Type of assistance required</li> <li>• Assistance received</li> </ul>	<ul style="list-style-type: none"> <li>• Individual or household contacts</li> <li>• Encampment of 15 or more (Y/N)</li> <li>• Geographic information</li> </ul>	<ul style="list-style-type: none"> <li>• Returns to homelessness within 3 months of PH exit</li> <li>• Duration of assistance/length of stay in program</li> <li>• Length of time between program entry and move-in date</li> <li>• Percent of entries by chronically homeless</li> <li>• Total assistance per household</li> <li>• Average assistance per household</li> <li>• Average household income at program entry &amp; exit</li> </ul>	<ul style="list-style-type: none"> <li>• City and County funding by program type</li> <li>• CoC funding by program type</li> <li>• City and County costs per night</li> <li>• City and County costs per household</li> <li>• City and County costs per permanent housing exit</li> </ul>

## Alameda County funding by City & Program Type

City	Outreach	Emergency Shelter	Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing	Supportive Services	Coordinated entry	Prevention	Other Program Type	Total
Oakland	\$365,000	\$569,949	\$17.4m	\$2m	\$1.96m	\$547,603	\$5.3m		\$1.5m	\$30.2m
Berkeley	\$450,000	\$748,226	\$231,426		\$5.2m	\$490,019	\$1.3m	\$250,000	\$108,528	\$8.7m
Fremont	\$500,000	\$210,000	\$60,000			\$100,000	\$100,000	\$240,000		\$1.2m
Livermore	\$79,684	\$75,000			\$25,000	\$50,000		\$165,263		\$394,947
Alameda (city)	\$125,000	\$74,401								\$199,401
Albany	\$16,000						\$8,000	\$218,000		\$242,000
San Leandro		\$35,000			\$1.75m	\$100,000		\$186,000		\$2.1m
Union City	\$20,000	\$16,000				\$305,000			\$70,000	\$411,000
Emeryville		\$60,000								\$60,000
Dublin		\$21,179				\$206,602		\$227,781		\$455,562
Pleasanton	\$50,000	\$46,000	\$20,000					\$50,000	\$10,000	\$176,000
Unincorporated Alameda County (HCD only)		\$80,000	\$81,320	\$43,358	\$85,788			\$16,000		\$306,466

Source: City survey responses from most recent fiscal year. Missing data for Newark, Piedmont, and Hayward.

## 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

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## Summary of Peer County Indicators

	Alameda County	S.F. County	Santa Clara County	L.A. County	King County	Maricopa County	Salt Lake County
Population	1,647,704	870,887	1,919,402	10,137,915	2,149,970	4,242,997	1,121,354
Largest City	Oakland	San Francisco	San Jose	Los Angeles	Seattle	Phoenix	Salt Lake City
CoC/Lead Homeless Agency	EveryOne Home	Local Homeless Coordinating Board	Santa Clara Continuum of Care	Los Angeles Homeless Services Authority (LAHSA)	All Home King County	Maricopa County Continuum of Care Board	Homeless Services Dept, Salt Lake County
# Homeless (2017 PIT)	5,629	7,499	7,394	57,794	11,643	5,605	2,047
# Homeless (2015 PIT)	4,040	7,539	6,556	44,359	10,047	5,631	2,176
% Change Homeless ('15-'17)	+39%	-0.5%	+13%	+30%	+16%	-0.5%	-6%
% Unsheltered (2017 PIT)	69%	58%	74%	74%	47%	37%	8%
% Change Unsheltered ('15-'17)	63%	-1%	18%	38%	43%	60%	88%
Homeless rate (per 10,000)	34	86	38	57	54	13	18

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## 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 HUD Support across Counties

	Alameda County	S.F. County	Santa Clara County	L.A. County	King County	Maricopa County	Salt Lake County
2016 CoC Award	\$33,998,867	\$31,804,009	\$20,015,353	\$104,971,653	\$34,457,083	\$25,418,465	\$7,291,633
PSH	\$23,486,919	\$27,859,037	\$13,271,375	\$80,178,096	\$22,730,226	\$21,276,438	\$5,760,241
RRH	\$3,968,479	\$1,907,516	\$4,460,850	\$11,982,113	\$4,349,594	\$2,148,898	\$683,114
TH	\$4,268,153	\$445,438	\$868,271	\$8,948,799	\$3,305,818		\$415,615
Supportive Serv.	\$1,038,071	\$132,364	\$130,241	\$479,058	\$1,872,500	\$855,158	
HMIS	\$391,907	\$540,621	\$714,321	\$1,549,260	\$403,714	\$400,921	\$223,151
Safe Haven				\$584,327	\$791,627		
CoC Award/Person*	\$6,040	\$4,241	\$2,706	\$1,816	\$2,959	\$4,535	\$3,562
ESG (County)	\$772,508		\$790,330	\$1,856,207	\$314,480	\$239,473	\$207,331
ESG (City)	\$640,000 (Oakland); \$222,546 (Berkeley)	\$1,484,425		\$4,496,906	\$819,850	\$1,306,316	\$290,179

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

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## 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)
  - Will also pay for rental assistance and services
- 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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



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## 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

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## 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

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## 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

# Discussion