



November 21, 2017

Homelessness in Alameda County, CA

Trends, Assistance, Funding, and Recommendations

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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

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

Definitions

Crisis Programs

- Outreach
- Emergency Shelter
- Transitional Housing

Permanent Housing Programs

- Rapid Re-Housing
- Permanent Supportive Housing
- Permanent Housing

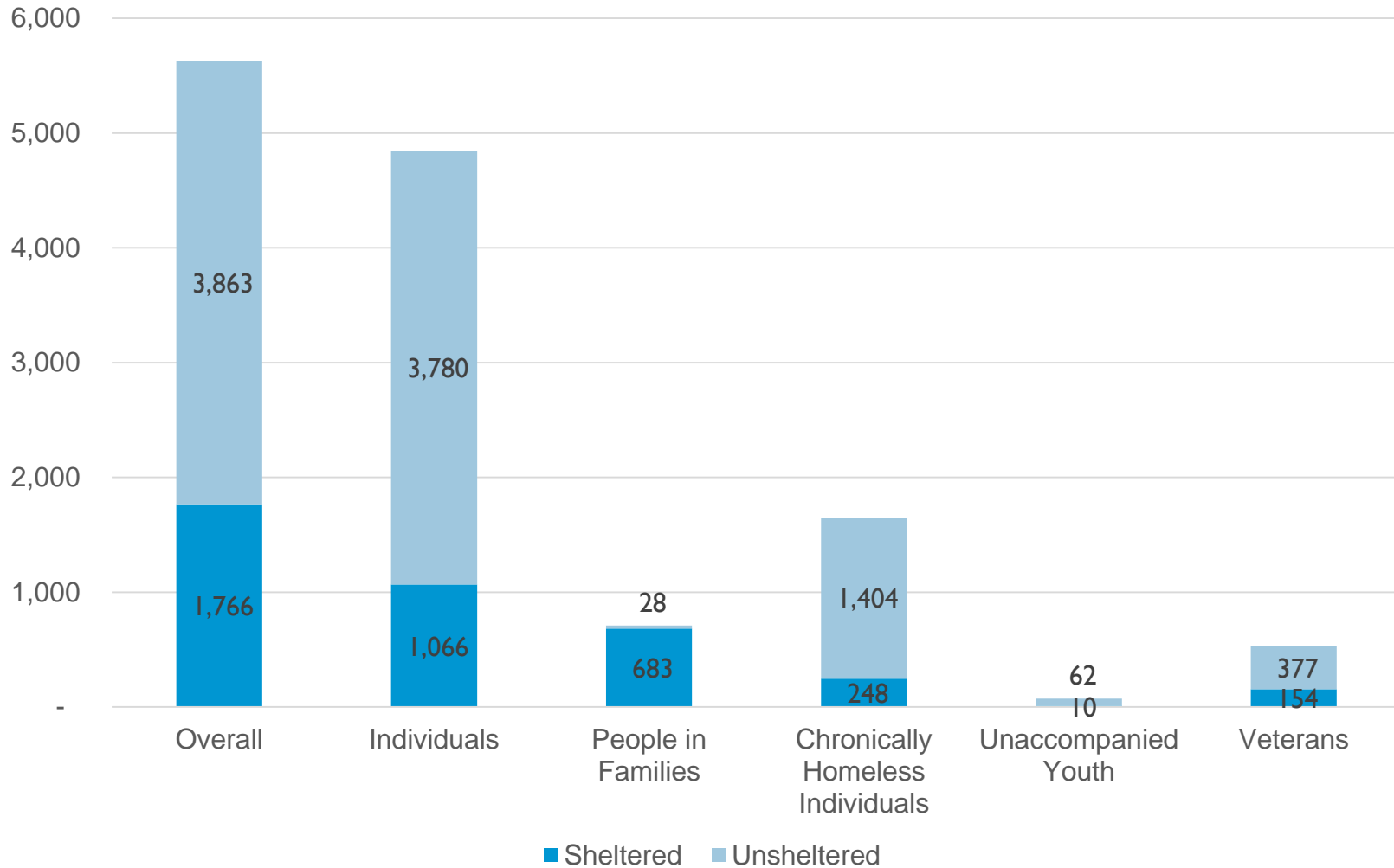
Homelessness Systems

- 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

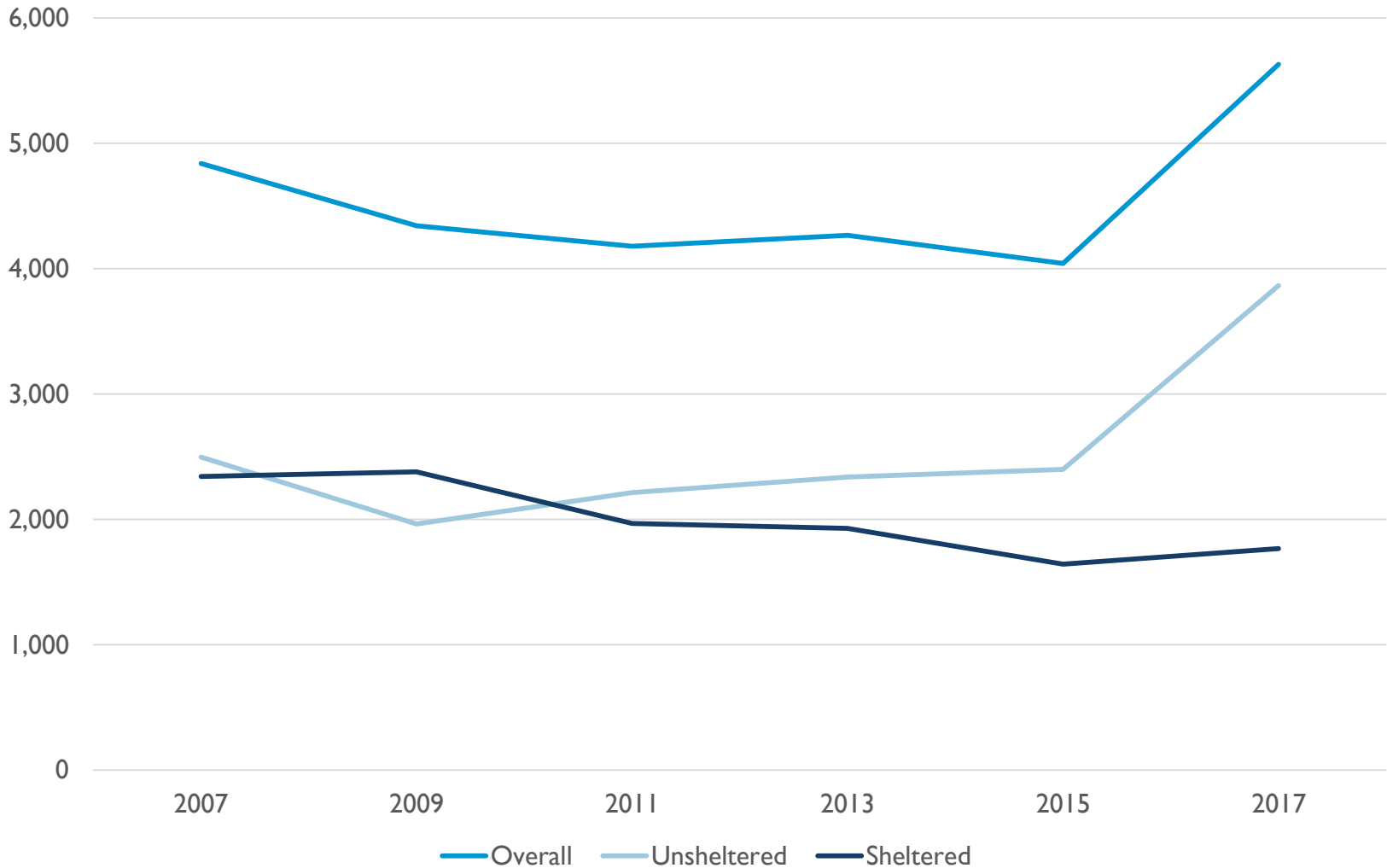


Source: 2017 Alameda County PIT Count

Rates of Homelessness in Alameda County and Other California Counties

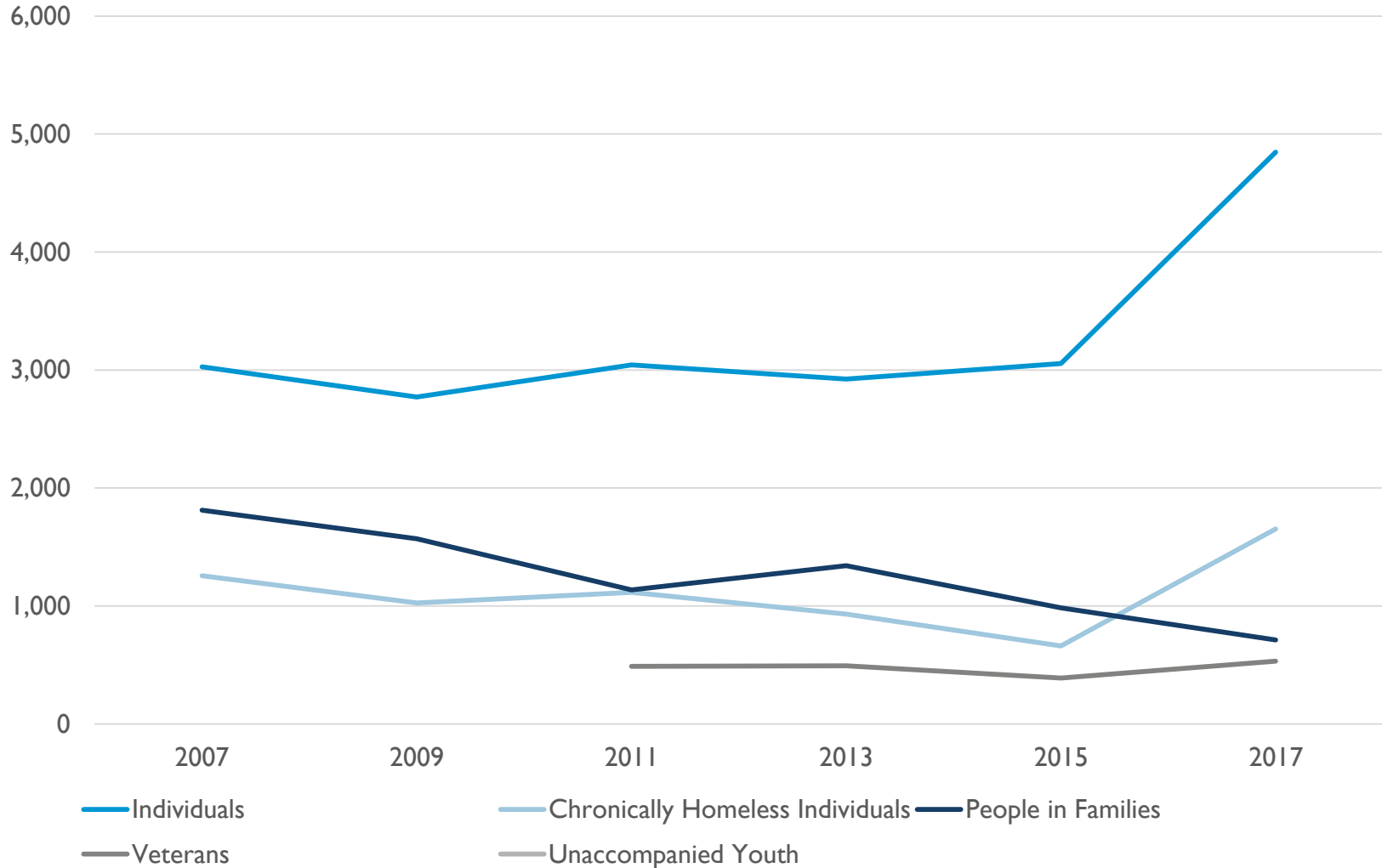
County	Rate of Homelessness, 2017 (per 10,000)
<i>San Francisco County</i>	86.1
<i>Los Angeles County</i>	57.0
<i>Santa Clara County</i>	38.5
<i>San Diego County</i>	27.5
Alameda County	34.2
Berkeley	80.2
Oakland	65.7
Albany	33.5
Livermore	27.3
Alameda (city)	25.9
Hayward	25.0
Emeryville	24.8
Fremont	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

Overall Trends in Homelessness: 2007-2017



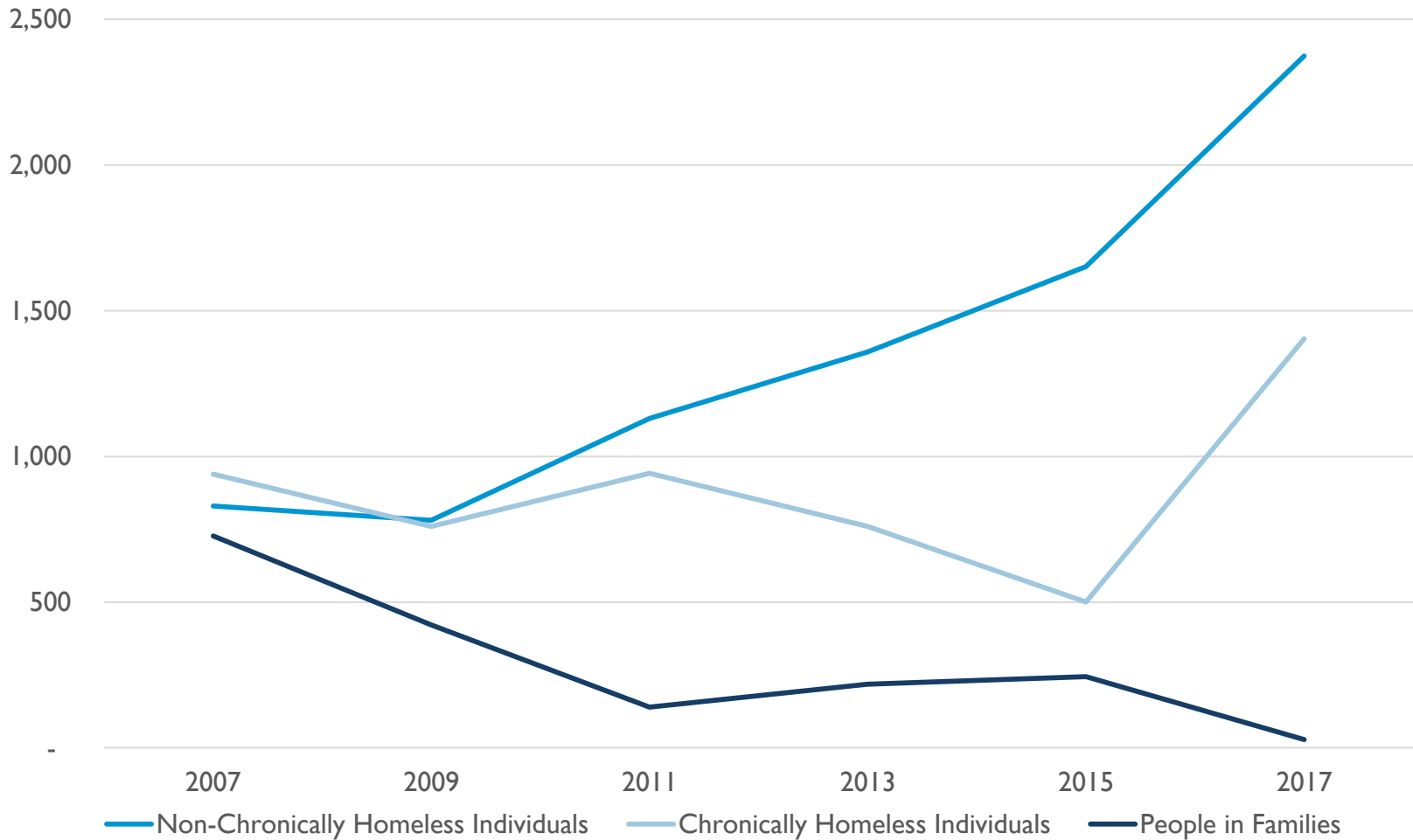
Source: Alameda County PIT counts

Trends in Homelessness by Subpopulation: 2007-2017



Source: Alameda County PIT counts

Trends in Unsheltered Homelessness: 2007-2017



Local Perceptions of Homeless Trends

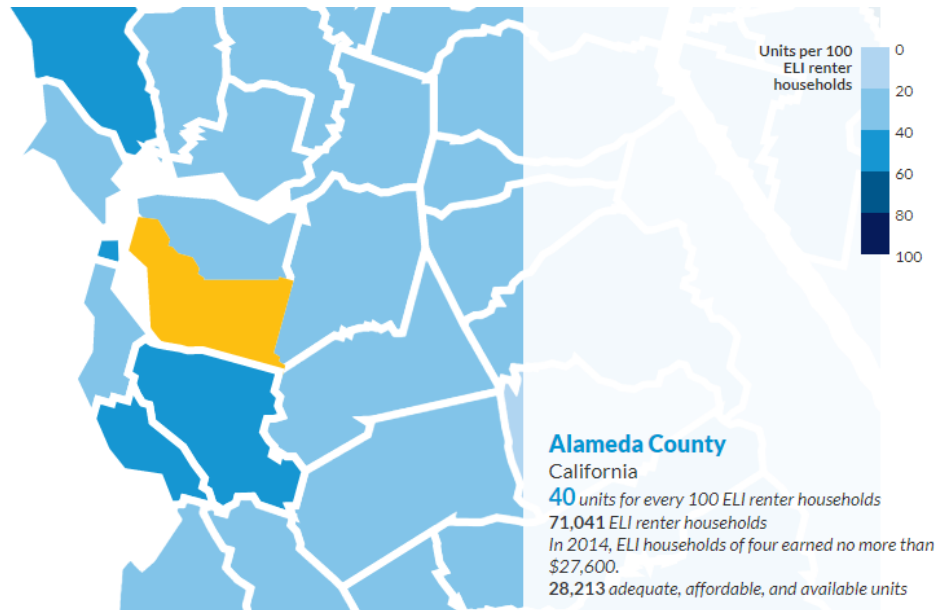
- In survey of 11 cities & 11 CBOs, 72% of city respondents thought homelessness in their cities was increasing, 28% thought it had stayed the same
- 100% of respondents from community-based organizations (CBOs) thought homelessness was increasing
- Nearly every respondent cited increasing housing costs 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

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)

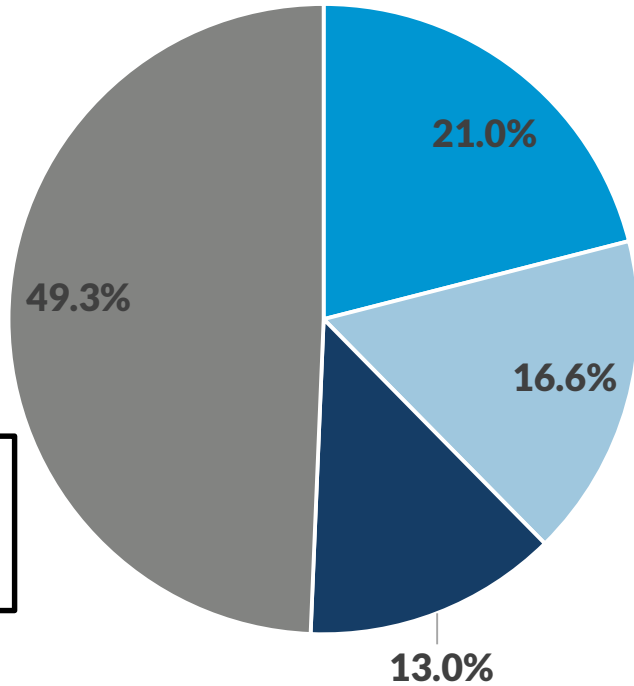


Homeless Assistance in Alameda County

Housing Inventory, Funding, and Performance

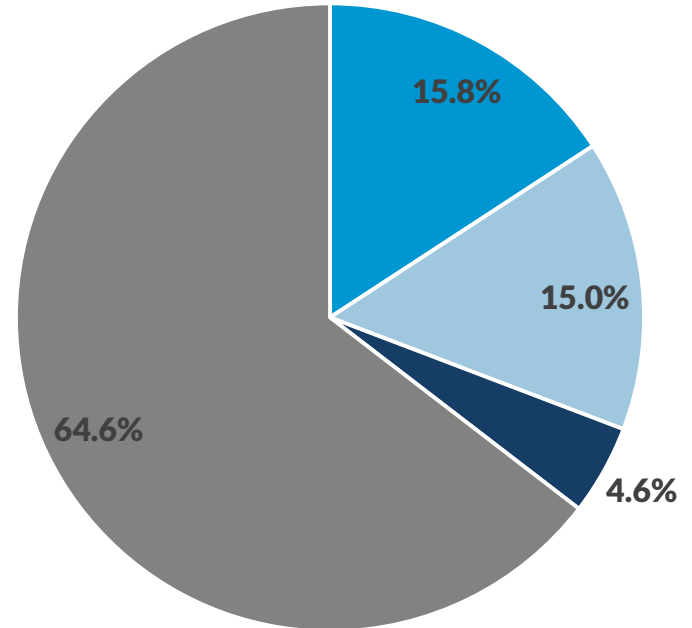
Homeless Assistance Bed Inventory, 2017

Family Beds



**1,970
Family
Beds**

Individual Beds

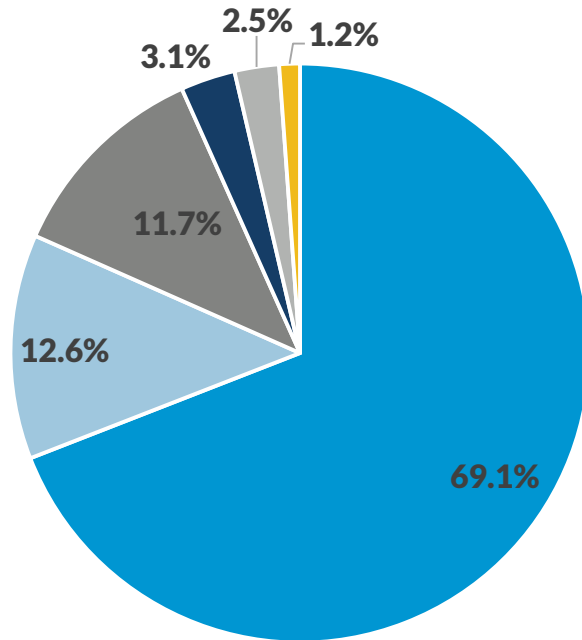


**2,848
Individual
Beds**

- Interim
 - Emergency Shelter
 - Transitional Housing
- Permanent
 - Rapid Re-Housing
 - Permanent Supportive Housing

Source: HUD HIC data

HUD Continuum of Care Funding, FFY 2016

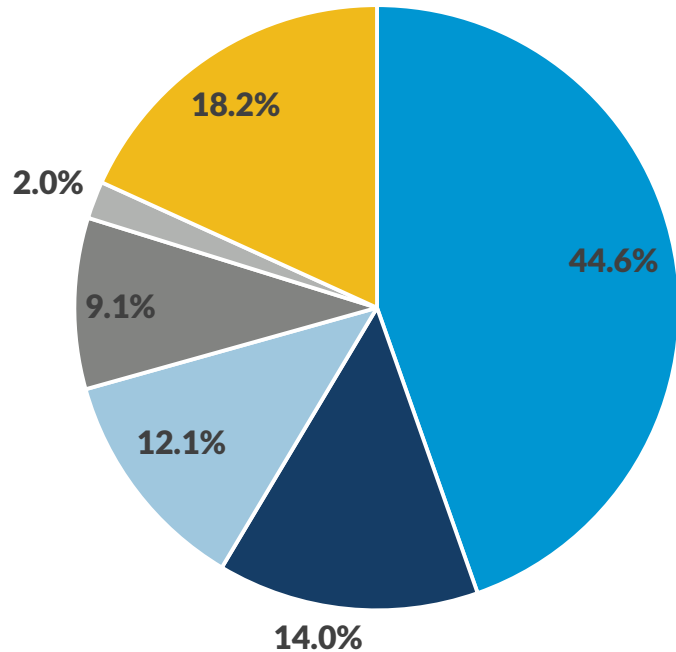


Funding Type	Dollars
Permanent Supportive Housing	\$ 23,486,919
Transitional Housing	\$ 4,268,153
Rapid Re-Housing	\$ 3,968,479
Supportive Services Only	\$ 1,038,171
Planning	\$ 845,238
HMIS	\$ 391,907
Total	\$33,998,867

- Permanent Supportive Housing
- Transitional Housing
- Rapid Re-Housing
- Supportive Services Only
- Planning
- HMIS

Source: HUD CoC data

Budgeted FY 2016-17 County Homelessness Funding

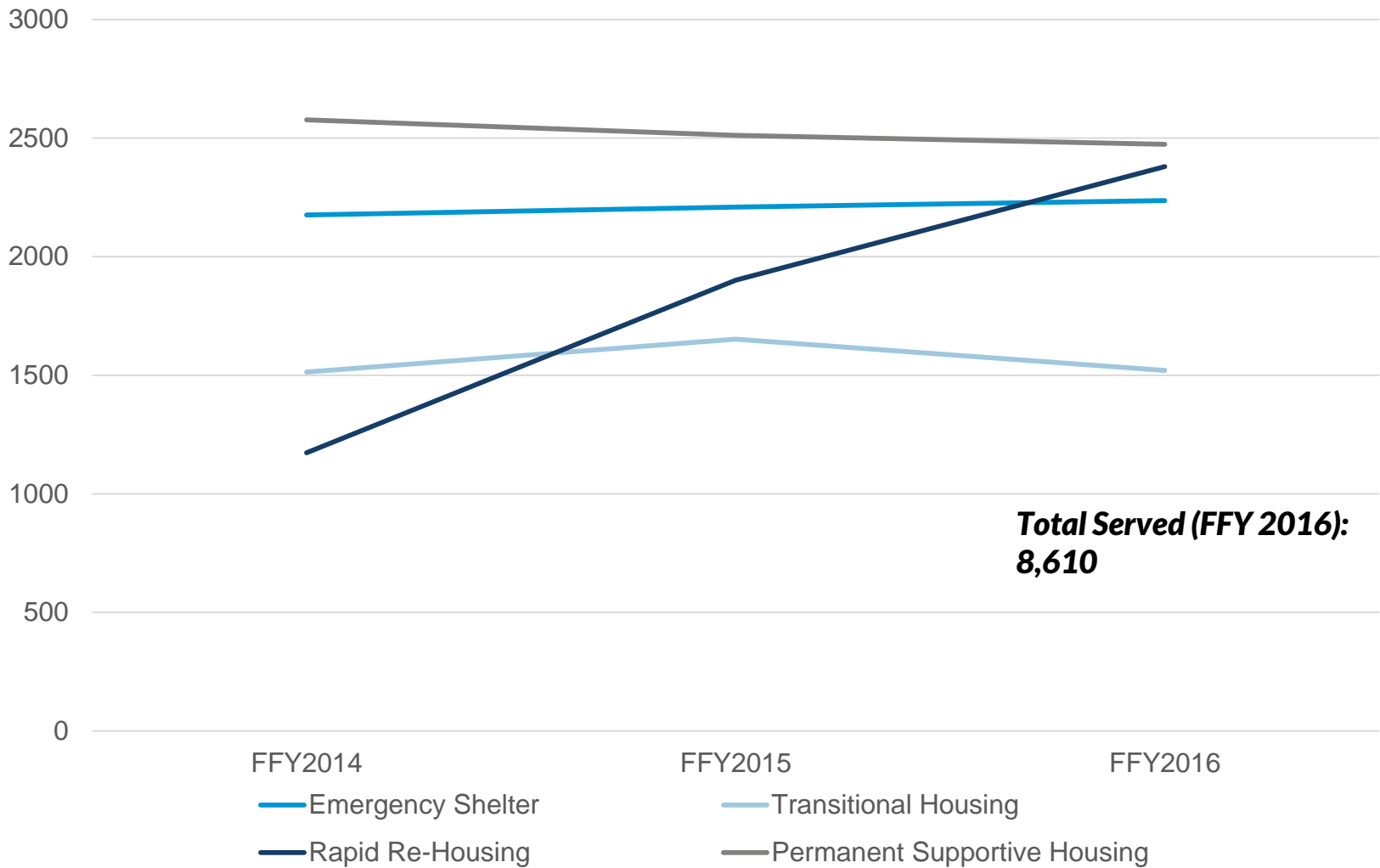


- Permanent Supportive Housing
- Housing Resource Centers
- Emergency Shelter & Transitional Housing
- Rapid Re-Housing
- Outreach
- Other

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
Total	\$63,728,918

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

Served by Program Type, FFY 2014-16



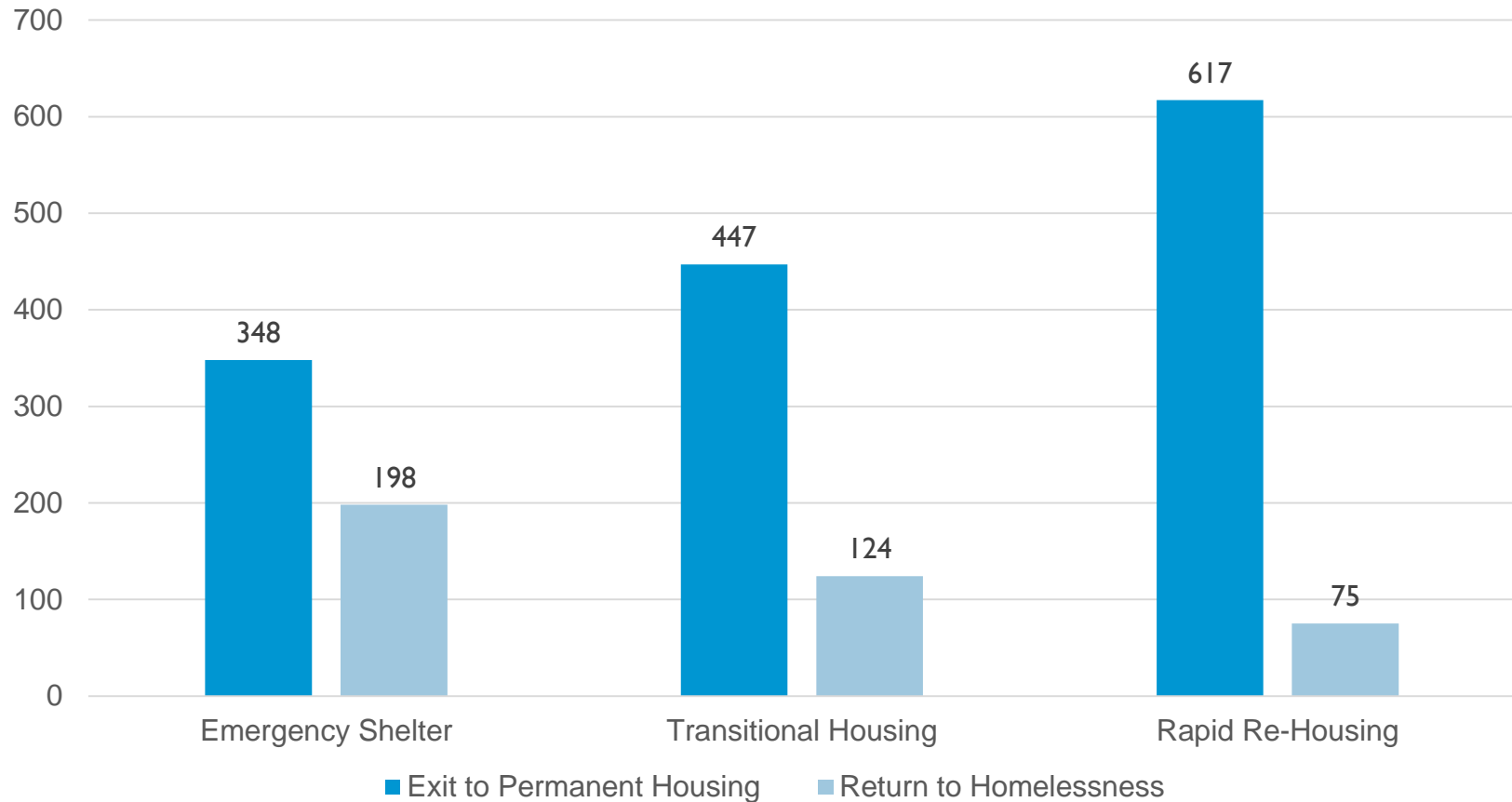
Source: Alameda County HMIS administrative data

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

Performance by Program Type, FFY 2016



Note: Timeframe is 24 months

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

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.

Additional measures to track

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

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

	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

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.

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 – 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 – 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 - 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

Recommendations

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

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

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

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

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