

Introduction To Oakland's Updated PATH Framework

The City of Oakland, along with many other communities in this country, is facing a humanitarian crisis of neighbors who find themselves homeless. On a single night in January 2019, more than 4,000 people were experiencing homelessness in Oakland. Nearly four out of five (79 percent) of the people experiencing homelessness in Oakland are unsheltered and live outdoors or in tents or vehicles, often along the city's streets and in our parks. These numbers represent an unprecedented 47 percent increase in total homelessness in Oakland and a 63 percent increase in unsheltered homelessness since 2017. These numbers account for only a fraction of the people who become homeless over the course of a year. It is generally agreed that the production of housing development, at all income levels, has not kept pace with demand, putting an inordinate upward pressure on housing prices resulting in the displacement of long term residents.

The crisis that precedes someone becoming homeless varies significantly and ranges from a mental or physical health crisis, to job loss, to property loss due to inadequate estate planning. But what is common to all is that the longer one is homeless the worse one's health becomes, the more likely family and friendship networks are frayed, and the harder it becomes to obtain, maintain, and sustain stable housing.

In order to successfully reduce, prevent and end Oakland's trend of escalating homelessness, City leaders and community partners must have a shared understanding of the drivers of homelessness. The main drivers of homelessness in Oakland include:

- Structural racism
- Insufficient controls on the rental housing market that create vulnerability and housing instability for tenants
- Insufficient housing units that are affordable to households with the lowest incomes, including particularly those whose incomes are below 20% of Area Median Income (AMI)
- Systemic barriers that often prevent residents who are returning home from incarceration from living with family members and/or accessing both public and private rental housing and employment opportunities
- Inadequate pay and benefits for many of the jobs that are available in the community, and insufficient access to quality employment opportunities that pay wages that meet the cost of housing

In Oakland, the drivers of homelessness fall most squarely on the backs of the African American community who, due to long standing structurally racist practices such as red lining and employment discrimination, are most vulnerable to losing their homes. Over 70 percent of individuals who are homeless in Oakland are African American, while they only represent 24 percent of the City's population. The work must be defined by what works for African Americans first and foremost in order to reduce the racial disparities in homelessness in Oakland. The framework commits to using data in a transparent and public way to evaluate outcomes such that racial disparities in homelessness are eliminated. It also acknowledges that current resources are insufficient and the overall crisis cannot be resolved without expanding revenues dedicated to this issue and engaging government and the private sector at every level in this effort.

While the City of Oakland alone cannot afford the level of investment outlined here, strategically engaging these partners will be critical to resolving the suffering so many Oakland neighbors are experiencing on the street. The framework can guide investments of locally controlled resources, focus the power and influence of our community's leaders and stakeholders, align the efforts of our local public agencies and community partners, and engage others toward shared commitments to end homelessness.

The work described in the Updated PATH framework is aligned with the County's Everyone Home Plan, but is responsive to the specific needs of Oaklanders. Oakland has approximately 50 percent of the county's homeless population so the City of Oakland must be a leader in the work to address this crisis.

Framework Overview

Framework Vision: Homelessness should be rare, brief, and one-time.

The framework outlines specific strategies to reduce homelessness in Oakland:

- Fewer people become homeless each year
- More people return to housing as quickly as possible
- Expand, improve, and maintain crisis response beds
- People who have been homeless have the incomes and supports they need to avoid returning to homelessness
- Expand the supply of deeply affordable and supportive housing for Oakland's most vulnerable residents
- Address impacts of unsheltered homelessness on sheltered and unsheltered neighbors

This framework recognizes that providing someone with a bed in an emergency shelter or transitional housing program offers a critical stepping-stone toward housing stability but alone is insufficient. Preventing vulnerable residents from becoming homeless and expanding the supply of deeply affordable and supportive housing, especially for seniors and persons with disabilities, are necessary elements for solving homelessness. As a result, the PATH framework seeks to reduce homelessness from all perspectives. It emphasizes prevention to keep Oaklanders housed. It seeks to expand all types of interventions once someone is homeless to ensure rapid connection to housing and to rapidly expand the emergency health, hygiene and shelter options for those on the street. And with the clear understanding that housing is the solution, it proposes the expansion of housing production at all income levels but very specifically for those who need supportive housing and / or with very low incomes. It also acknowledges the critical need to increase the income of the lowest income residents through work, connection to benefits, and expanding subsidized housing options.

All strategies proposed in the framework are grounded in the following commitments.

- Addressing equity by eliminating racial disparities in the rates at which people experience homelessness, and rates they exit to stable housing
- Aligning Oakland resources and policies with partners in the private sector and in county, state, and federal governments
- Learning from and using best practices based on evidence about what works

As pieces of the framework are implemented over time, Oakland can expect to see changes in homelessness including:

- No families with children sleeping outdoors, in cars, or other places not meant for human habitation
- Significant reductions in the numbers of people who experience homelessness each year
- Reductions in the number of people who are unsheltered
- Elimination of disparities by race in permanent housing outcomes

GOAL	Reduce rate of new people becoming homeless from more than 300 people per month to fewer than 150 people per month¹		
STRATEGY	Target prevention programs to those who are most at risk of homelessness Strengthen housing problem solving (including flexible housing funds and supportive services) Focus on culturally-specific prevention providers Increase access to employment programs designed to stabilize income and keep people housed		
OUTCOMES	<ul style="list-style-type: none"> • 700 households provided with targeted homeless prevention each year; 3500 households provided with targeted prevention over 5 years • Reduce rate of new households becoming homeless by at least 50% from 2019 levels in 5 years (by 2024) - from more than 300 people per month to fewer than 150 people per month² 		
EQUITY IMPACTS	<ul style="list-style-type: none"> • Helps to address disproportionate rates of homelessness among people of color • Increased impact by • Track data to ensure that African American households are receiving prevention assistance at rates that are proportional to their representation in the homeless population • Proportional reduction in rates of African American households returning to homelessness 		
INPUTS	INVESTMENTS		COLLABORATION OPPORTUNITIES
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	<ul style="list-style-type: none"> ➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
Design prevention programs to assist those most at risk of becoming homeless <ul style="list-style-type: none"> ✓ Use evidence-based screening tools to identify people most at risk of becoming homeless and prioritize resources to address critical needs. ✓ Use racially disaggregated data (qualitative and quantitative) to target assistance to populations most at risk of homelessness or of returning to homelessness (i.e. people who exit to friends and family) 	No current initiatives in Oakland that focus exclusively on people most likely to become homeless		Prioritize those most at risk of homelessness for most prevention funding; Recommend City policy directive that all new prevention/anti displacement funding above current levels be used for targeted homeless prevention <ul style="list-style-type: none"> ✚ Engage partners in public and private sectors to launch a countywide outreach and education campaign to ensure landlords are aware of resources for their tenants

¹ Based on PIT count survey estimates

² Based on PIT count survey estimates

<ul style="list-style-type: none"> ✓ Collaborate with systems where African Americans are disproportionately involved/ impacted to prevent homelessness (e.g. when people leave criminal justice or foster care systems) ✓ Eliminate barriers to receiving assistance such as requirements to have a lease, income, good credit. ✓ Use data to identify and address racial disparities in the rates at which people are becoming homeless 			
<p>Offer flexible financial assistance to help people stay in housing</p> <ul style="list-style-type: none"> ✓ Add resources to support robust housing problem solving throughout homeless system for people at risk of homelessness as well as people recently homeless (see goal on returning to housing) ○ Support engagement with community based and faith based organizations that have roots in communities whose members are disproportionately at risk of homelessness, to strengthen their capacity to respond effectively when people are experiencing a housing crisis. ○ Track homelessness prevention efforts through HMIS 	<p>\$12 million over 3 years in private funding for Keep Oakland Housed -legal services, financial assistance, small amount of supportive services. Funding ends in FY 20/21.</p> <p>City, County, and private partners are funding anti-displacement efforts that include legal services and financial assistance for low-income renters and home-owners, but these programs are not aligned with one another and may not prioritize or offer enough assistance for people who are most at risk of experiencing homelessness</p>	<p>\$2.5 million / year for prevention assistance to 600-700 households (average \$3,500 - \$4,000 per household) who are the most likely to become homeless</p>	<ul style="list-style-type: none"> ✚ Work with public and private funding partners to develop new funding that is integrated with other anti-displacement/prevention efforts and targeted to those most likely to become homeless ✚ Align existing anti-displacement programs that offer legal and financial assistance, and identify opportunities to strengthen the capacity of these programs to serve people most at risk of homelessness, including (for example): <ul style="list-style-type: none"> ○ Adding or strengthening supportive services to address barriers to housing stability ○ Increasing the amount or allowable uses of financial assistance, to help people keep their housing or make alternate housing arrangements if they have to move out, instead of becoming homeless ○ Prioritizing people who are most at risk of experiencing homelessness, and expanding outreach and linkages with community partners to increase awareness and to make assistance more readily available to people in demographic groups that are disproportionately experiencing homelessness ✚ Formalize partnerships with systems that have contact with households at risk of homelessness to ensure connection to

			housing problem solving and targeted prevention funds and services (i.e. school district, unemployment offices, health care settings, faith based community)
Help people who are at risk of homelessness increase incomes through linkage with employment programs Ensure that homeless people are connected to mainstream benefits programs for which they are eligible.	Connection to mainstream benefits currently provided through existing case management in homeless services system		(see goal on Increasing and Stabilizing Income)
Add case managers to senior centers to provide targeted assistance to low-income seniors who are at risk of losing their housing.			 Collaborate with Alameda County to obtain matching federal funds through Medicaid reimbursement for city-funded case management services for seniors at risk of homelessness

<p>Help low-income homeowners keep their housing</p> <ul style="list-style-type: none"> ○ Preserve home ownership for low income home owners and their heirs with a focus on census tracts correlated with displacement ○ Provide legal services to help extremely low income people to avoid probate, so that family members don't become homeless upon the death of property owner ○ Assist low income homeowners with deferred maintenance costs. Explore expedited permitting process to assist them and their heirs to maintain ownership of the property ○ Encourage home sharing as a way to preserve housing among low income homeowner and increase available housing stock- with a specific focus on census tracts identified to have a high correlation with displacement. ○ Provide financial assistance and explore expedited permitting process for low income homeowners to repair/upgrade their home for home sharing (ex: addition of second bathroom for a tenant) 	<p>To Be Determined</p>	<ul style="list-style-type: none"> ✚ Work with current funding for legal eviction prevention services to expand to include estate planning for low-income homeowners and their families
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GOAL	BY FY 20/21 1000 people per year return to housing as quickly as possible		
STRATEGY	Provide housing problem-solving support, including flexible financial help Expand Rapid re-housing programs Increase employment programs designed to stabilize income and keep people housed		
OUTCOMES	<ul style="list-style-type: none"> • 750 additional households per year assisted with short or medium term subsidies and support services • 250 households per year assisted to avoid homelessness or quickly end their homelessness through housing problem solving 		
EQUITY IMPACTS	<p>Increasing the rate at which people return to housing helps to address the disproportionate rates of homelessness among communities of color, especially among African American households.</p> <ul style="list-style-type: none"> • Increased impact by using culturally-specific providers • Use data to ensure that American households are accessing interventions to end their homelessness at rates that are proportional to their percentage in the homeless population • Use racially disaggregated data (both qualitative and quantitative) to evaluate the success of the above interventions for African American clients 		
INTERVENTIONS ✓ BEST PRACTICES ○ BRIGHT IDEAS	INVESTMENTS		➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	
Provide housing problem-solving support: ✓ Have problem solving conversations that focus on potential housing solutions with <u>everyone</u> who is experiencing homelessness	\$315,000 in one time housing problem solving flex funds	\$750,000 / year for 250 households to get help with housing problem solving and light touch financial assistance.	
Expand Rapid Rehousing programs ○ Attach some funding for rapid rehousing to crisis response beds, to facilitate exits from homelessness to housing ○ Fund landlord recruitment / retention staff to work across all of Oakland's RRH programs	\$2.8 million Rapid Rehousing funds for 270 households per year	\$11.25 million / year to provide rapid rehousing assistance to 750 households who are on streets or using crisis housing / shelter (average \$15,000 per household) \$120,000 in landlord recruitment /retention staffing. See reducing unsheltered homelessness goal	Collaborate with Alameda County to: <ul style="list-style-type: none"> • Identify funding for rapid rehousing, using locally controlled resources (e.g. State HHAP), city and county General Fund, "boomerang" property tax revenues, potential new county revenue measure, etc. • Sustain and strengthen the Coordinated Entry system for people experiencing homelessness • Expand Alameda County's landlord liaison program to include landlord recruitment for RRH programs in addition to permanent housing programs

GOAL	By 2024, reduce unsheltered homelessness from 3000 to 1500 people		
STRATEGY	<ul style="list-style-type: none"> • <u>Ensure on going funding for existing and new crisis response beds</u> • <u>All beds should be low barrier to access and well resourced for exits.</u> • <u>Create 800 additional beds between January 1 2020-and December 31st 2021</u> 		
OUTCOMES	By 2024, reduce unsheltered homelessness from 3000 to 1500 people		
EQUITY IMPACTS	<p>Increasing the number of crisis response beds helps to address the disproportionate rates of unsheltered homelessness among communities of color, especially among African American households.</p> <ul style="list-style-type: none"> • Creating additional facilities in many parts of the city will assist households experiencing homelessness to remain in their communities will reduce the number of African American households who are displaced from Oakland • Track data to ensure that African American households are using emergency crisis response beds and exiting to permanent housing at rates that are proportional to their representation in the homeless population 		
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	INVESTMENTS		<ul style="list-style-type: none"> ➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	
<p>Expand the capacity of the crisis response system by adding beds and spaces including emergency shelters, community cabins, transitional housing and safe parking</p> <ul style="list-style-type: none"> ○ Create crisis response options throughout the City to serve the needs of each community 	<p>In FY 19-20 City is investing \$8.3 million dollars (mix of city, county, state funds) in crisis response beds (shelter community cabin, safe parking)</p> <p>As of December 2019, the crisis response system in Oakland will have the capacity to serve 1600 people overnight in emergency shelters, transitional housing, community cabins, and safe parking programs – an</p>	<p>\$16 million over the next 2 years for the capital costs of purchasing or constructing facilities for 800 additional shelter beds in the Sprung shelter model</p> <p>\$9 million for operating costs for an additional 400 beds by 2020. This includes \$1,800,000 in flexible housing funds for exits)</p> <p>\$18 million for operating costs for an additional 800 beds by 2021. This includes</p>	<ul style="list-style-type: none"> ✚ Collaborate with Alameda County to identify and sustain resource commitments for expanded crisis system capacity, using locally controlled resources such (State HHAP), city and county General Fund, health care funding for respite beds, potential new county revenue measure, etc. ➤ Identify local resources for expanded crisis response bed capacity (i.e. Measure W funds) ✚ Advocate for expanded statewide and regional shelter investments to increase the capacity to provide emergency shelter

	<p>increase of more than 400 beds since 2018.</p> <p>Additional funds are being allocated for purchase / construction of additional shelter beds</p>	<p>\$3,600,000 in flexible housing funds for exits)</p> <p>\$4.5M needed by FY 22-23 to maintain operations for Holland, SVdP shelter and new family shelter beds after one time funds end</p>	
<p>Maximize occupancy in existing and new crisis response beds by reducing barriers to entry and removing unnecessary program rules.</p> <p>Use a Navigation Center (low barrier, exit resources) model for most new crisis response beds.</p> <p>Add resources and adjust policies to convert existing crisis response beds into a Navigation Center (low barrier, exit resources) model as feasible</p> <ul style="list-style-type: none"> ○ Co-locate County services on site such as SSA (GA, CalFresh), and HCSA (Physical and Behavioral Health Care) ○ Ensure that there is a funded exit strategy for every shelter bed. <p>Facilitate rapid exits from existing and new crisis response beds to housing, to make beds available to more people who are unsheltered.</p> <p>Use qualitative and quantitative data to assess the experience in shelter for people of color and implement culturally-specific and anti-racist strategies to better meet people of color' short-term shelter need.</p>		<p>\$1, 600,000 in exit resources for 200 existing beds</p>	<p>Set aside specific beds for:</p> <ul style="list-style-type: none"> ✓ Street-based outreach to engage highly vulnerable people and help them move indoors ○ People whose encampments are being closed due to health and safety concerns ○ People who are employed/quickly employable to facilitate fast movement into housing ○ People who are likely to be prioritized for housing opportunities, making it easier to help them move into housing quickly

GOAL	By FY 23/24 expand by 5000 units the supply of deeply affordable and supportive housing for Oakland’s most vulnerable residents including seniors and people with disabilities who are living in deep poverty	
STRATEGY	<p>Create 3000 units of deeply affordable³ and 2000 units of permanent supportive housing⁴ opportunities using a combination of strategies that include:¹</p> <ul style="list-style-type: none"> • Long-term deep rent subsidies (e.g. federal vouchers) to provide tenant-based rental assistance • Shallow rent subsidies • Housing production –capital funding to create new units of new construction and/or acquisition/ rehab with project-based subsidies to ensure long-term affordability for households with incomes below 30% of AMI⁵ • Continue discussions with Oakland Housing Authority on additional opportunities to serve people experiencing homelessness • Prioritizing people who are homeless for some existing affordable housing resources • 	
OUTCOMES	<p>Over the next five years, at least 5,000 vulnerable families and individuals will have the opportunity to move into permanent homes that are affordable to them</p> <p>People experiencing homelessness who have the greatest barriers to getting and keeping housing can receive the support they need to get and keep housing</p>	
EQUITY IMPACTS	<p>African American households will access deeply affordable and supportive units at rates that are proportional to their representation in the homeless population</p> <ul style="list-style-type: none"> • Increasing the number of deeply affordable and supportive housing units for people experiencing homelessness helps to address the disproportionate rates of homelessness among communities of color, especially among African American households. • Using the coordinated entry system to select tenants for available deeply affordable and permanent supportive housing units will ensure that applicants reflect the disproportionate number of African American people who are experiencing homelessness in Oakland. • Data will be used to identify and inform efforts to address racial disparities in the rates at which people move into deeply affordable and permanent supportive housing, and the rates at which they maintain their housing for at least a year • Policy reforms and efforts to engage neighbors and community leaders will reduce the impacts of discrimination (based on race, housing vouchers, credit history, experience in the criminal justice system) when people are searching for rental housing 	
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	INVESTMENTS	<ul style="list-style-type: none"> ➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES

³ Deeply affordable housing means housing in which tenants pay rents that are affordable to extremely low-income people who have incomes below 30% AMI. Many people experiencing homelessness have incomes that are even lower – often below 20% of AMI. Many affordable housing units that are targeted to households below 30% of AMI rely on project-based rent subsidies to cover operating costs that are greater than tenant rent contributions. With project-based subsidies, tenants’ rent contributions are based on actual household incomes.

⁴ Supportive Housing is deeply affordable housing with supportive services that facilitate housing stability for people with disabilities

⁵ 2019 Area Median Income (AMI) for Oakland is \$78,200 for a household of 1 person. 20% AMI is \$16,280 for a household of 1 person. 30% AMI is \$23,400 for a household of 1 person.

	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	
<p>Create 1,500 units of deeply affordable and 2000 units of permanent supportive housing using a combination of strategies that include:</p> <ul style="list-style-type: none"> • Long-term deep rent subsidies (e.g. federal vouchers) to provide tenant-based rental assistance • Housing production –capital funding to create new units of new construction and/or acquisition/ rehab with project-based subsidies to ensure long-term affordability for households with incomes below 30% of AMI • Continue discussions with Oakland Housing Authority on additional opportunities to serve people experiencing homelessness • Prioritizing people who are homeless for some existing affordable housing resources 	<p>Funding commitments have been made to use funding from City of Oakland, Alameda County, and/or California’s No Place Like Home program to create at least 700 additional units of deeply affordable housing (targeted to households with incomes below 20% or 30% AMI), including at least 350 housing units dedicated to people experiencing homelessness, but additional funding may be needed to fill gaps in capital and/or operating costs for some projects.⁶</p> <p>Approximately 20 projects that will include new supportive housing units in Oakland are now in the development pipeline (planning / pre-development, or construction / rehabilitation in progress).</p>	<p>\$204 million capital (one-time) to produce 750 units of deeply affordable housing and 750 units of permanent supportive housing</p> <p>\$62 million / year for rent subsidies and/or supportive services for 3,500 units of deeply affordable and supportive housing</p>	<ul style="list-style-type: none"> ✚ Set a goal of dedicating 40% of available affordable housing funding in Oakland to create deeply affordable housing opportunities for people who are homeless and have incomes below 20% AMI, including permanent supportive housing.⁷ ✚ Align available resources and coordinate funding commitments from the City, County, and Oakland Housing Authority to pay for capital, operating (or rent subsidies), and supportive services including: <ul style="list-style-type: none"> ○ Funding from local housing bonds and other programs administered by local government agencies for housing and community development investments ○ No Place Like Home – housing for homeless people with serious mental illness ○ Funding through Alameda County and health system(s) for housing-related services and flexible housing subsidies ○ State funding for affordable and supportive housing, including funding for housing linked to Medi-Cal services ○ Corporate and philanthropic commitment to invest in solutions to homelessness ○ Maximizing the use of available federal housing subsidies ✚ Support the development of a countywide ballot measure to raise revenues to pay for services and operating subsidies that can be matched to city and county-funded capital for deeply affordable and supportive housing projects ✚ Seek voter approval for additional local investments in creating housing that is affordable to people with extremely low incomes

⁶ Funding for the capital costs of new units of deeply affordable housing and permanent supportive housing is coming from sources that include from city or county housing funds, No Place Like Home (NPLH) and other sources, and Alameda County has provided commitments to pay for supportive services in some of these projects

⁷ Reaching this goal requires identifying the needed operating and services funding to match with development funds.

			<ul style="list-style-type: none"> ✚ Continue collaboration with Alameda County Health Care Services Agency to ensure that effective supportive services are available to all tenants in permanent supportive housing. ✚ Create incentivizes for housing developers to create additional units that are deeply affordable and restricted to people experiencing homelessness, by adopting or modifying land use policies, and adjusting requirements or competitive scoring criteria for locally-controlled funding ✚ Make 150 additional units in affordable housing developments (now in the development pipeline) available to people with incomes below 20% AMI who are experiencing homelessness, by providing rent subsidies and gap funding for capital needed to expedite development ✚ Support increased state assistance to local governments to provide ongoing support for the operating costs and supportive services in deeply affordable and permanent supportive housing ✚ Support the Housing Pipeline Committee to coordinate investments across public and private funders, including City, County, Oakland Housing Authority, and partners in philanthropy who manage or contribute significant amounts of funding for capital, operating / rent subsidies, and supportive services.
<p>Create new program to provide shallow rent subsidies to up to 1,500 households with extremely low incomes</p> <ul style="list-style-type: none"> ○ Use progressive engagement to target this longer-term resource to people who have been housed through RRH but have been unable to increase their incomes enough to pay rent and prevent a return to homelessness without some ongoing assistance. <p>Prioritize assistance to households with fixed incomes, including seniors and people with disabilities, who can establish and maintain housing stability with shallow ongoing subsidies</p>	<p>No current dollars going towards this new intervention type.</p>	<p>\$5 million to launch a new shallow rent subsidy program to serve at least 500 households in the first year, increasing until the program has the capacity to assist at least 1,500 households, starting in the third year, at a cost of \$15 million/year</p>	<ul style="list-style-type: none"> ▪ Advocate for new state funding source for shallow subsidies. ▪ Identify local resources (i.e. Measure W funds) which could be matched with private funding and used for a shallow subsidy pilot project.

<p>Explore ways to streamline local approvals for deeply affordable and supportive housing projects</p> <ul style="list-style-type: none"> ○ Identify opportunities to use publicly owned land as sites for creating deeply affordable and supportive housing 			<ul style="list-style-type: none"> ▪ Adopt the ordinance to implement the Oakland's public lands policy to clearly set direction about prioritizing the use of publicly owned land for affordable housing.
<ul style="list-style-type: none"> ○ Continue discussions with Oakland Housing Authority on additional opportunities to serve people experiencing homelessness 	<p>Moving On strategies currently used by OPRI (Oakland PATH Rehousing Program) for up to 50 people as well as with Countywide Shelter plus Care vouchers</p>		
<p>Recruit and provide incentives for landlords to rent to homeless and extremely low income households.</p> <ul style="list-style-type: none"> ○ Educate landlords and the public about the requirements of a new state law (SB329) and City of Oakland Equal Access to Housing Ordinance that prohibits discrimination against people who are using vouchers or other forms of housing subsidies to pay rent ○ Provide landlord incentives, risk mitigation funding, and housing search assistance to help homeless people use housing subsidies, and to increase the number of landlords willing to accept homeless people as tenants. ○ Provide training for homeless services providers and people experiencing homelessness about fair housing laws and resources for addressing discrimination in housing 	<p>Alameda County is currently using funding that is available through California's Medi-Cal waiver (Whole Person Care pilot) to pay for legal services and landlord incentives, but this funding will end in December 2020. County also uses MHSA funding to facilitate access to housing for some homeless people who are receiving mental health services.</p>	<p>Approximately \$250,000/ year for education and training for landlords, homeless service providers, and people experiencing homelessness</p> <p>\$1 million/ year costs for housing navigation support, move-in costs and landlord incentives.</p>	<ul style="list-style-type: none"> ▪ Advocate for state and regional policies to eliminate or limit the scope and use of criminal background checks of potential tenants

- ¹ **Create at least 3000 units of deeply affordable housing opportunities within the next five years**
 - Construction or acquisition and rehabilitation to create at least 750 new deeply affordable housing units that are dedicated to households with incomes below 20% or 30% AMI, with long-term project-based rent subsidies that allow tenants to pay rent based on their actual income. ¹
 - New program of shallow rent subsidies to assist at least 1,500 additional households experiencing homelessness each year (beginning with 500 households in the first year, and expanding until program has capacity to assist 1,500 households starting in the third year)
 - Oakland Housing Authority to strengthen homeless preferences to make 50% of all turnover vouchers and public housing units available to people experiencing homelessness or people who are moving on from permanent supportive housing (to serve up to 500 households)
 - Seek funding from other federal, state, or local sources to provide additional tenant-based rent subsidies to at least 250 households
- **Create at least 2,000 units of permanent supportive housing within the next five years**
 - Construction or acquisition and rehabilitation to create at least 750 new permanent supportive housing units with long-term project-based rent subsidies
 - Oakland Housing Authority to implement stronger homeless preferences for vacancies in housing developments that have project-based rent subsidies and supportive services, and use homeless preferences in voucher programs to serve people who are ready to move on from permanent supportive housing, in order to create at least 500 additional opportunities for people who need to move into supportive housing
 - Pursue additional funding from state or federal programs or local revenues to expand scattered site supportive housing programs by adding at least 750 tenant-based rent subsidies

GOAL	Increasing and Stabilizing Income: People have the incomes they need to avoid entering or returning to homelessness		
STRATEGY	<ul style="list-style-type: none"> • Low barrier work opportunities, for people re-entering the workforce • Add employment specialist positions in core homeless services/ prevention services programs • Flexible funding pool to support career track training and employment programs • Benefits advocacy to obtain SSI or other income for which they are eligible 		
OUTCOMES	<p>Increased Income leads to increased housing stability</p> <ul style="list-style-type: none"> • 100 unsheltered individuals per year participate in a low barrier work opportunity and training program • 350 households per year are assisted to maintain their housing through obtaining and/or increasing their employment income including through accessing flexible education/training funds • 200 households per year are assisted with obtaining or maintaining benefits 		
EQUITY IMPACTS	Track data to ensure that African American clients are receiving employment/ benefits services and successfully increasing their incomes at rates that are proportional to their representation in the homeless population		
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	INVESTMENTS		<ul style="list-style-type: none"> ➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
<p>Create low barrier work opportunities for people who are currently unsheltered</p> <ul style="list-style-type: none"> ✓ Ensure that programs offer support for development of work-related skills and provide services to address employment barriers, in conjunction with work opportunities. ✓ Ensure that low barrier work opportunities have built in pathways to real employment opportunities (Ex: linkages with public works or other city departments) 	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	<ul style="list-style-type: none"> ✚ In collaboration with Workforce Development Department leverage investments from the business community (ex: Business Improvement Districts funding beautification work targeting their district)
<p>Increase co-location and collaboration between providers of homeless assistance and employment programs and services.</p> <ul style="list-style-type: none"> ○ Add at least 6 employment specialist positions in core homeless services/ prevention services programs, 		\$1.8 million per year to support employment specialists, and 100 placements in programs that offer training and employment services for career track opportunities	<ul style="list-style-type: none"> ▪ Explore addition of homelessness as a priority population for existing workforce dollars to serve people who are homeless, at risk of homelessness, or recently housed after experiencing homelessness

<ul style="list-style-type: none"> ✓ Link employment services and supports to rapid re-housing to help people increase incomes enough to pay rent ✓ Identify and facilitate connections with employment programs that have demonstrated effectiveness for people who have significant barriers to employment opportunities. ✓ Identify and reduce barriers to participation of homeless individuals in mainstream workforce programming. ○ Match small business owners who want to address homelessness with job seekers who are homeless or formerly homeless 			<ul style="list-style-type: none"> ▪ Align RFP's across City Workforce programs and Human Services homeless programs to support the dual goals of housing and employment outcomes.
<p>Ensure that homeless people are connected to mainstream benefits programs for which they are eligible.</p> <ul style="list-style-type: none"> ✓ Expand benefits advocacy services with experienced professionals to provide effective documentation of disability and legal advocacy services as needed to support applications and appeals (e.g. for SSI or veterans benefits) 	<p>\$45,000 annual contract for benefits advocacy services for 25 individuals in Crossroads shelter</p>	<p>Increase funding to \$350,000 to provide for benefits advocacy services for an additional 175 people</p>	

GOAL	By FY 20/21 increase the number of encampments receiving health and hygiene services to 40		
STRATEGY	Expand Health and Hygiene interventions to more encampment locations Increase opportunities for leadership and input from people experiencing homelessness in the design, implementation and evaluation of services		
OUTCOMES	Double the number of encampments (from 20 to 40) receive the full complement of health and hygiene interventions (toilets, wash stations, drinking water, showers, garbage pick up) by December 2020 Increase Health and Dignity for people experiencing unsheltered homelessness		
EQUITY IMPACTS	Increasing health and hygiene interventions helps to address the disproportionate impact of unsheltered homelessness on African American households People who have lived experience with homelessness will be engaged in the design and implementation of services and responses to unsheltered homelessness		
INTERVENTIONS ✓ BEST PRACTICES ○ BRIGHT IDEAS	INVESTMENTS		➤ CITY FUNDING ✚ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
Deliver health and hygiene interventions for unsheltered residents (portable toilets, wash stations, garbage pick up, mobile showers) at 40 encampments at a time	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	✚ Identify locally controlled resources such as State HHAP, city and county General Fund, Measure W funds, and potential new city and county revenue measure, etc to fund health and hygiene interventions. ✚ Pursue partnerships with faith institutions, community centers, businesses and others to increase access to existing hygiene services.
	FY 19-20 budget includes \$500,000 from State HEAP funds for 20 encampments to receive minimal health and hygiene interventions (portable toilets, wash stations, limited mobile showers) 1 Public Works Crew- \$1.1million Dedicated OPD team of 1 Sergeant, 2 Officers - \$880,000	\$2 million a year to provide augmented health and hygiene services to a total of 40 encampments- 20 current plus an additional 20 (portable toilets, wash stations, added drinking water, expanded showers) *\$2.2 million for 2 additional Public Works Crews *\$ 1,760,000 for 2 additional OPD teams (Sergeant and 2 officers on each team)	
Maximize occupancy of all safe parking sites	FY 19-20 includes \$300,000 for the operation of 45 safe parking spaces in partnership with faith community	Additional \$600,000 needed to fund 3 rd safe RV parking site	Identify locally controlled resources such as State HHAP, city and county General Fund, Measure W funds, and potential new city and county revenue measure, etc to fund safe parking.

<ul style="list-style-type: none"> ○ Expand temporary RV Safe Parking sites to include 3 sites of 50 vehicles each or a total of 150 RV's (300 people) ○ Create family RV Safe Camping to serve 17 vehicles (17 family households or 50 people) ○ In partnership with Alameda County and with other Alameda County cities, create 5 permanent RV parks for 50 RV's each within unincorporated Alameda County 	<p>FY 19-20 budget includes \$1.2 million for 2 RV Safe Parking Sites</p> <p>\$200,000 per year to operate 17 vehicle family RV site</p>	<p>Cost TBD</p>	<p>Explore regulatory changes to allow manufactured homes and residential use of RVs on private land in Oakland.</p>
<p>Pilot low cost interventions such as co-governed models (could apply to any type structures- RVs, cabins, tents, etc)</p>	<p>FY 19-20 budget includes \$600,000 for pilot</p>		<p>Identify locally controlled resources such as State HHAP, city and county General Fund, Measure W funds, and potential new city and county revenue measure, etc to fund co-governed models.</p>
<p>Enhance street outreach services to reach more unsheltered individuals.</p>		<p>Cost TBD</p>	<p>✚ Collaborate with Alameda County Health Care Services Agency to plan and support implementation of street medicine and other proposals to expand and coordinate delivery of outreach services to people experiencing unsheltered homelessness</p>

GOALS	Eliminate Racial Disparities in the rates at which people experience homelessness and in exits to stable housing		
STRATEGIES	Use public and transparent data, disaggregated by race, and capacity building to close the disparities for African American households in the rate at which they become homeless and exit homelessness		
OUTCOMES	The number of African American households experiencing homelessness will be reduced to be less than or in proportion to the representation of African American households in Oakland's general population		
INTERVENTIONS <ul style="list-style-type: none"> ✓ BEST PRACTICES ○ BRIGHT IDEAS 	INVESTMENTS		<ul style="list-style-type: none"> ➤ CITY FUNDING 🏗️ COLLABORATIVE FUNDING OPPORTUNITIES ▪ POLICIES
Ensure transparent and public accountability for equity goals and progress	CURRENT INVESTMENTS	NEEDED TO REACH 5 YEAR GOAL	<p>City General Fund to support ongoing investment in evaluation and impacts of homelessness funding, particularly for African American households.</p> <p>Create intentional cross-sector collaborations with systems and programs where African Americans are disproportionately involved / impacted</p> <p>Ensure that equity goals are addressed in the implementation of countywide systems of coordinated entry to housing and supports for people experiencing homelessness</p>
<ul style="list-style-type: none"> ○ Fund robust outside evaluation of all homeless programs/strategies with emphasis on equity indicators for African American households ✓ Disaggregate all data by race (grant outcomes, staff reports, etc) and use data to improve outcomes for African American people ✓ Ensure that program design, implementation and evaluation are informed by African Americans who have lived experience with homelessness (i.e. through agency capacity building, as part of RFP scoring criteria) ✓ Deliver training for service providers on impacts of institutional racism and racial bias ○ Support and build the capacity of smaller community based organizations of color ○ Provide capacity building for non profits to do succession planning and ensure that senior 		Dedicate \$600,000 in each year of the 5 year framework to support evaluation, agency capacity building/training	

<p>staff who are people of color are supported to move into executive leadership roles.</p> <ul style="list-style-type: none">○ Target funding towards programs and strategies that have a proven track record of success serving communities of color.○ Facilitate mentoring or fiscal sponsorship arrangements that allow larger organizations to assist grassroots organizations that may have less infrastructure for grant/fiscal management			
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