



CITY OF
Oakland

Addressing Homelessness in OAKLAND

2021





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BACKGROUND

Our Values

Treat Homelessness As the Crisis It Is.

We don't accept that Oaklanders are forced to live on the streets. We're taking an action-first approach, innovating and learning.

Be a Solutions Leader.

Oakland is committed to developing and incorporating best practices, creating efficient, effective, and scalable solutions, and advocating for what cities need to confront the homelessness crisis.

One Oakland.

Rising homelessness is driven by vulnerable Oaklanders—including long-term residents with deep roots—losing housing. These are our neighbors.



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BACKGROUND

Our Values

Racial Justice.

Racial injustice and inequality are root causes of homelessness. 68% of Oakland's unhoused population is Black, but only 28% of the city's population is. Oakland can only be truly racially just if we tackle our homelessness crisis.

No Criminalization.

We do not and we will not criminalize homelessness in Oakland. And we will always prioritize the health and safety of our unhoused community.

Transparency.

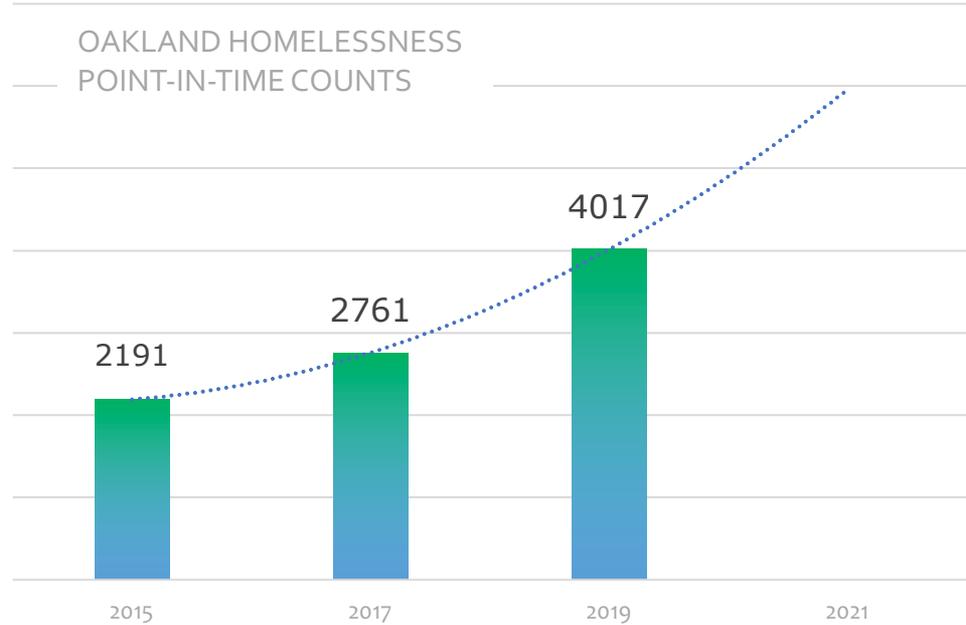
Clearly communicate successes, shortcomings.

BACKGROUND

Oakland's Homelessness Crisis

Homelessness has doubled over the last five years.

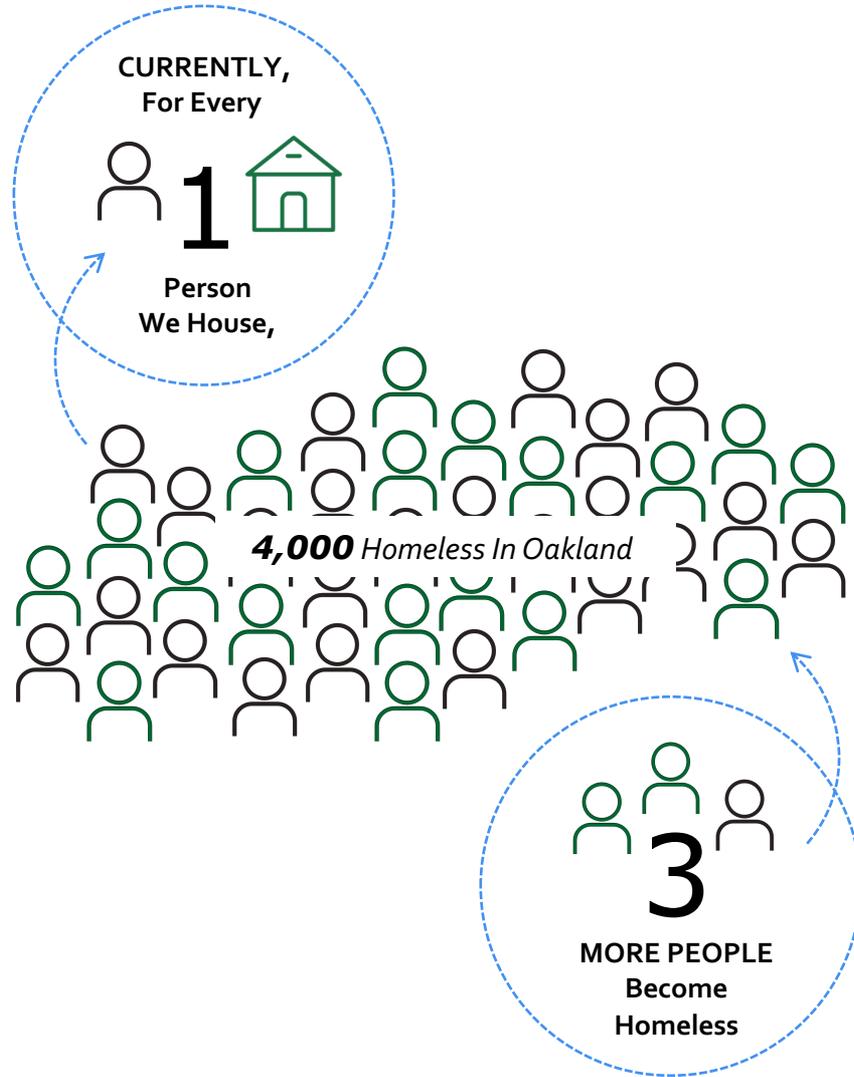
Driven by a housing crisis and continuing economic inequality that hits Oakland's most vulnerable.



BACKGROUND

Oakland's Homelessness Crisis

To reduce homelessness, we must slow its growth and keep more people in their homes.



BACKGROUND

By the Numbers

The Population of Those Experiencing Homelessness

[Source: City of Oakland 2017 Homeless Census Survey]



71% are unsheltered



29% are sheltered

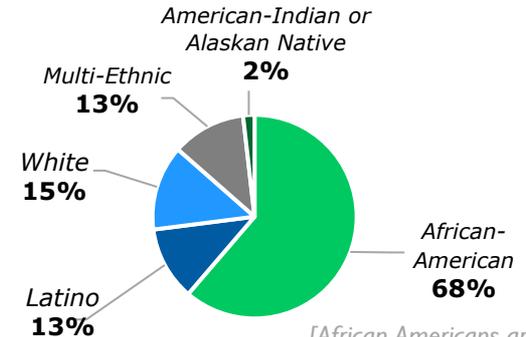


45% are living in cars or RVs
(part of unsheltered population)

PRIMARY CAUSE OF HOMELESSNESS:

- Money issues: **58%**
- Personal relationships: **14%**
- Mental health: **14%**
- Physical health: **12%**
- Substance abuse: **10%**
- Incarceration: **6%**

ETHNICITY:



[African-Americans are only 28% of the city population]





What We've Done

- > **Oakland has responded to the crisis level surge in homelessness** with emergency measures like community cabins.
- > **We've created a system of effective strategies** that address homelessness at every step in the cycle.
- > **Oakland is ready to scale up for reductions in homelessness**, although new state and federal funds and more intergovernmental coordination are needed.

WHAT WE'VE DONE

Recent Milestones



1,800+ households

*kept in homes through
Keep Oakland Housed
in Fiscal Year 19-20*



880 people

*moved from **homelessness**
to **permanent housing**
in Fiscal Year 19-20*



2x

*Oakland doubled
transitional housing
capacity from 2018-2020*



2x

*Oakland doubled our
affordable housing production
over the past 4 years*



700+ unsheltered
residents

*benefited from community
cabins over the first 20 months*



An aerial photograph of a homeless encampment. The scene is filled with numerous white RVs, some parked in neat rows and others scattered. There are many makeshift structures made of cardboard, wood, and tarps. A large pile of trash and debris is visible in the center. A road with cars is visible in the upper right corner. The overall atmosphere is one of a makeshift, cluttered settlement.

WHAT WE'VE DONE

The New York Times Dec. 17, 2019

“... you could easily call it a refugee camp.”

By Thomas Fuller and Josh Haner

Home Depot homelessness encampment before clearing and transfer to Safe RV sites and community cabins



WHAT WE'VE DONE

Home Depot homelessness encampment after clearing and transfer to Safe RV sites and community cabins



WHAT WE'VE DONE

COVID-19

Response

Oakland installed 66 trailers, sewer and water lines on a site near the Coliseum.

Oakland took major steps to address COVID's immediate impacts on our homeless population.

STREET AND ENCAMPMENT RESPONSE:

- 18,000+ meals handed out per week on the street.
- Outreach teams distributing PPE, identifying people in need of hotel stay.
- Doubled (to 40) the number of sites receiving porta-potties, handwashing stations, garbage pick up.

SAFETY RESPONSE:

- State-provided trailers for medically vulnerable, 65+.
- Social distancing and hygiene at all shelters.
- Testing shelter population and screening all new intakes.
- Hotels for those who're older, medically vulnerable, or test positive.

NEW FACILITIES:

- Seeking leases of new buildings from hotel owners with option to purchase.
- Exploring converting units to permanent housing post-COVID-19.





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OUR APPROACH

Key Strategies

The City of Oakland has developed an innovative system to address homelessness at every step in the cycle.

PREVENT

Keep Oakland Housed: Innovative intervention program to prevent homelessness

STABILIZE

- Community cabins and Safe RV parking
- Encampment management and street clean up
- Transitional housing

HOUSE

- Permanent supportive and deeply affordable housing
- Innovative initiatives like Flex Funding, Homekey, OPRI

PREVENT

Keeping Oakland Housed

Keep Oakland Housed is an innovative prevention and intervention program and public/private partnership initiated by the Mayor's Office and currently funded through private donations.



PREVENT

Keeping Oakland Housed



LEGAL REPRESENTATION:

Legal assistance, counseling, eviction defense
1,100+ households received services since Oct. 2018



EMERGENCY FINANCIAL ASSISTANCE:

Targeted prevention for those on the brink
\$2.5 million to tenants since Oct. 2018



SUPPORTIVE SERVICES:

Targeted interventions to keep people in their homes
1,800 households kept in homes every year



STABILIZE

Oakland's proactive stabilization strategy is moving people from the streets and encampments to innovative programs like community cabins and Safe RV parking sites, and from the traditional shelter model to more effective rapid re-housing programs.



STABILIZE

Community Cabins

The City's Community Cabins program provides temporary shelter to meet the crisis.

- 6 sites, 232 beds, primarily on public property
- Each site has 20 two-person cabins, with a goal of serving 80 residents/year
- Designed for 6 month stay
- Managed by service providers 24-7
- Portable toilets
- Security guards
- Two hot meals/day
- Shower truck visits twice/week



“Oakland’s Cabin Community model is one of the most promising and cost effective homeless shelter innovations I’ve seen. Kudos to Oakland for creating this new model to compassionately and effectively reduce street homelessness.”

—Trent Rhorer, Executive Director,
San Francisco Human Services Agency

STABILIZE

Community Cabins

Community Cabins have moved hundreds off the streets and towards permanent housing.

- Unsheltered residents volunteer to move to cabins at high rates because sites are established near existing encampments and allow communities to stay together
- 700+ unsheltered residents benefited over first 20 months
- 53% positive exit rate to transitional and permanent housing

“I saw it as an opportunity to get back on my feet. From there I continued to apply for jobs. I persevered and now I’m here and I’m happy.”

—Prince Channer,
Community Cabin Participant



STABILIZE

Safe RV Parking

The Safe RV Parking program is an innovative, compassionate intervention model.

The City is committed to supporting the unsheltered Oaklanders who live in cars and RVs, who make up 45 percent of Oakland's homeless population.

OUTCOMES:

- 3 sites, 100+ parking spots
- Up to 210 people served



EACH SITE EQUIPPED WITH:

- Electricity
- Basic sanitation
- Garbage service
- Security

STABILIZE

From Shelter to Re-housing

Oakland has established a successful transitional housing model.

The Holland and the Henry Robinson are SRO-style buildings with a 252 bed capacity to serve adults with transitional housing and support services.

- *75% success rate in transitioning to permanent housing*
- *Can transition in as little as 6 months*
- *Served 364 people in last year*

The City is looking to equip other shelters like the St. Vincent De Paul with exit and re-housing resources.



STABILIZE

Encampment Management

Oakland became the first U.S. city to adopt a comprehensive Encampment Management Policy that puts services, not criminalization, first.

A BALANCED APPROACH:

- Balance needs, health, and safety of unsheltered residents, with surrounding residents and businesses
- Make every effort to provide residents with safe, adequate alternative shelter

PRIORITIZING SANITATION:

- Temporarily clear some large encampments for full cleaning
- Toilets at the 40 largest encampments, regular trash pickup at 72

ONGOING CHALLENGES:

- Encampments still growing. Rate of new homelessness makes it difficult to address case by case.
- Court rulings hinder closure of camps, even with serious safety issues and relocation options. City sued 5 times.



A screenshot of a web browser displaying the City of Oakland website. The page title is "Homeless Encampment Cleanup Schedule, Policy, and Meeting Notes". The breadcrumb trail shows "Oakland > Resources > Homeless Encampment Cleanup Schedule, Policy, and Meeting Notes". There are two green "Access" buttons. Below the buttons, the text reads "HOMELESS ENCAMPMENT CLEAN UP SCHEDULE" and "TEMPORARY ENCAMPMENT MANAGEMENT". The date posted is "August 31st, 2018 @ 3:44 PM" and the last updated is "August 5th, 2020 @ 7:54 PM". A paragraph states: "Public Works has several cleanup efforts dealing with Homeless Encampments change at any time without further notice." Another paragraph says: "Click on one of the 'Access' buttons above, for more information on the given to".

▲ Tracking and Transparency

Updates on all encampments at:

<https://www.oaklandca.gov/documents/homeless-encampment-clean-up-schedule>

STABILIZE Encampment Management

BEFORE

AFTER

Northgate homelessness
encampment before and
after clearing and transfer
to community cabins



HOUSE

An increase in deeply affordable, permanent supportive, and subsidized housing is critical to reducing homelessness.



HOUSE

Affordable Housing

These forms of long term and supportive housing are critical to reducing homelessness over time. Much of this is implemented with federal, state, and county funds.

PERMANENT SUPPORTIVE HOUSING:

Housing with support services (job training and retention, mental health, substance abuse recovery) either on site or brought in

DEEPLY AFFORDABLE HOUSING:

Housing serving those who are on very low incomes but who don't necessarily require other services for recovery

RENT SUBSIDIES:

Rental support for people who can pay some but not all of their rent

RAPID RE-HOUSING:

Short term rental assistance and services to help people exit homelessness and access housing quickly



HOUSE

Oakland's Housing Initiatives

Oakland is exploring a number of strategic housing initiatives.

FLEX FUNDING:

A strategic use of funds to make each of the City's sheltering and emergency response programs more housing-oriented and enable program guests to overcome some financial barriers to getting rehoused, like security deposits and move-in costs.

HOMEKEY:

A major shift for the City, the Homekey initiative sees the City taking an ownership role in permanent housing projects for the formerly homeless.

OPRI:

Under this flagship effort, Oakland is leveraging HUD funding for housing subsidies by providing the costs for services associated with it.





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LEADERSHIP

Oakland Is Committed to Leading on Homelessness

LEADERSHIP

City Leadership on Homelessness



Oakland leaders are taking aggressive action to reduce homelessness.

RAISING PRIVATE FUNDS:

Mayor Schaaf and City leaders secured significant funding from private sources to augment public revenue.

REGIONAL AND STATE LEADERSHIP:

Mayor Schaaf is Co-Chair of Mayors and CEOs for U.S. Housing Investment, a member of the Governor's Council of Regional Homeless Advisors, and on the Steering Committee for the All Home Regional Impact Council.

INNOVATIVE PILOT PROGRAMS:

The Mayor's Office is launching shallow subsidy pilot programs for teachers and housing-insecure Oaklanders and guaranteed income pilot programs for local families.

KTVU | Sept. 22, 2020

Oakland awarded \$20M for two housing developments under 'Project Homekey'



FUNDING

Present and Future Investments

Oakland has developed effective strategies to reduce homelessness that can scale with new funding.

County, State, and Federal investments will be critical going forward.



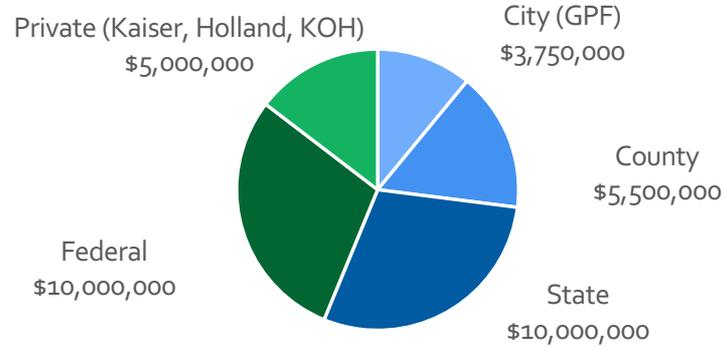
FUNDING

Oakland's Annual Homelessness Budget

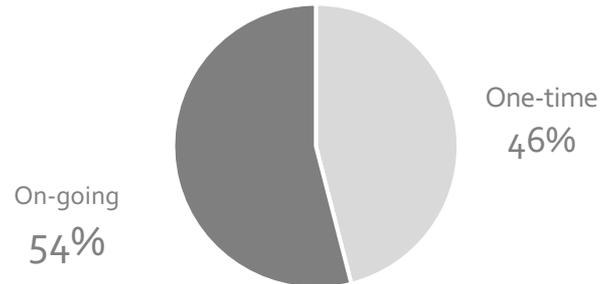
The City's homelessness budget was \$34 million for FYI 2019-2020.

Alameda County administers public health, behavioral, and other homeless related services.

Federal, State, and County Grants and Restricted Funds



On-Going Versus One-Time Funds



ADDITIONAL NEEDS

Support Needed From County, State, and Federal Governments

COUNTY:

Utilize major new Measure W sales tax revenue (~\$150 million/year) for public health, mental health, and substance abuse treatment programs to address homelessness. Ensure effectiveness and accountability over time.

STATE:

Provide permanent multibillion-dollar funding for local governments to address homelessness.

FEDERAL:

Re-establish its role in funding affordable housing, create a permanent new affordable housing funding source, and ensure housing vouchers cover rent in higher cost areas. More broadly, treat housing subsidies as an entitlement and a lack of housing as a health condition.

Form State partnerships so Medicaid can better fund homeless services.





ADDITIONAL NEEDS

A Pathway to End Homelessness

The PATH (Permanent Access To Housing) framework would enable Oakland to reach functional zero homelessness in five years.

The goal is to make homelessness brief, rare, and one-time. The framework would require significant County, State, and Federal funding.

CURRENT FUNDING:

About \$40 million per year

PATH FRAMEWORK:

- \$123 million per year, ongoing
- One-time \$220 million capital investment



ADDITIONAL NEEDS

Priority Investments

These are potential priority investments under the PATH framework.

GOAL	PROGRAM	ANNUAL BUDGET
PREVENT	<i>Maintain funding for Keep Oakland Housed. Program is currently privately funded, so sustained public funding is needed</i>	\$2.5 million
STABILIZE	<i>Maintain ability to shelter about 1,000 additional individuals</i>	\$16 million
HOUSE	<i>Increase capacity to re-house 1,000 people per year who recently fell into homelessness</i>	\$12 million
	<i>Rent subsidies for 5,000 households</i>	\$77 million
	<i>Create 3,000 units of deeply affordable housing</i>	\$220 million <i>in capital investments</i>





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ACTIVISM

What You Can Do to Help Reduce Homelessness

ACTIVISM

Advocate

Ask your County, State, and Federal representatives to fund local homelessness programs.

COUNTY:

Fund health and safety net services.

STATE:

Provide permanent funding for local governments.

FEDERAL:

Permanent funding for affordable housing, plus subsidies, vouchers.



ACTIVISM

Donate and Volunteer with Key Organizations

SUPPORT KEEP OAKLAND HOUSED:

Fund Oakland's innovative program to keep Oaklanders from becoming homeless. [Donate here.](#)

DELIVERING FOOD:

[Volunteer with City Team](#) to bring food to community cabins.

HELPING STRUGGLING YOUTH AND FAMILIES:

Organizations like [Building Futures with Women and Children](#), [Covenant House](#), [First Place for Youth](#), and [Operation Dignity](#) are doing incredible work supporting young people, families, and veterans on the brink of or experiencing homelessness.



EAST BAY TIMES Jan. 28, 2020

Oakland opens new cabins for homeless, funded by community donations

About 170 Oaklanders donated more than \$200,000.