



REGIONAL ACTION PLAN: EXECUTIVE SUMMARY

A Call to Action from the Regional Impact Council

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All Home



Executive Summary

The Regional Action Plan (RAP) is an ambitious plan to reduce the number of people experiencing homelessness by 75% in three years.

The Challenge:

The Bay Area has been confronting a regional homelessness crisis for decades. In 2020, All Home established the Regional Impact Council (RIC), a nine-county effort, convened to devise a unified effort to address homelessness, establish a more prosperous region, and close racial disparities. The need to act is made more pressing by the COVID-19 pandemic. It devastated the job market and added to the population of 35,000 Bay Area residents who were already unhoused.

In addition, fifty percent of extremely low income (ELI) renters do not receive housing subsidies or rent protections, and 34% have controlled rents that are still unaffordable without assistance. The RIC worked to develop immediate solutions that lead with racial equity. The RIC also built solutions holding ourselves and our peers to housing standards, increasing accountability for outcomes, and targeting funding and interventions towards the most vulnerable communities.

The Solutions:

The RIC is putting forth this ambitious Regional Action Plan (RAP) to reduce the number of people experiencing homelessness by 75% in three years. In order to house and stabilize our unhoused neighbors while also initiating preventative measures, the RAP defines eight strategic priorities, some of which are already underway.

- Accelerate cash payments to people impacted by COVID-19
- Provide income-targeted rental assistance to those affected by COVID-19
- Accelerate targeted, data-informed regional prevention model
- Extend eviction moratoria
- Secure shelter-in-place (SIP) housing placements
- Streamline state funds and applications for housing
- Prioritize ELI for housing resources
- Extend covenants of affordability to preserve housing supply and funding for ELI tenancy

A vital component of the RAP is the 1-2-4 Framework. This approach acknowledges that an effective and sustainable plan to transition people out of homelessness requires investment in multiple strategies at once. This includes homelessness prevention, interim or emergency housing, permanent, deeply affordable, or permanent supportive housing, and housing subsidies. It is not enough to simply provide emergency shelter if there are insufficient long-term housing options to provide outflow and insufficient focus on reducing inflow. **1-2-4 is a ratio that illustrates proportionate investment in three strategies simultaneously.** In order to reduce unsheltered homelessness rapidly, most cities or counties will need to frontload investment into interim housing options. We understand that jurisdictions throughout the region may apply different proportions in their system based on their community, but these components must work together as system responses.

The Partnerships:

Taken together, successful implementation will require partnership with the State of California and federal government, county leaders, businesses, and philanthropies through co-funding and coordinated action. The RAP will work to establish a “system flow” in which unsheltered populations move toward a permanent exit from homelessness through interim housing options.

The Costs:

The total five-year cost of sheltering 75% of the unsheltered population; while also investing in preventative interventions and permanent housing solutions is estimated at \$6.5 billion. It will require a combination of new and existing resources. Our approach addresses the near-term crisis. It also creates more permanent housing solutions and a broad array of preventative initiatives to mitigate the unsheltered population inflow.

Call to Action Items by Sector

Success will require action across every level of our Bay Area community. Local governments will need to unite where possible and customize solutions where required. State and the federal government can partner with philanthropies and the business sector. We call on these sectors to pursue the following actions:

California State Government

- **Establish a 1-2-4 Framework** and support a pilot project in the Bay Area in 2021 by conditioning both existing and new funding to the region. We also request the state provide **expanded technical assistance** to local jurisdictions to implement the 1-2-4 framework. Lastly, we recommend conditioning existing and new funds allocated to the region based on the implementation of, and progress toward, the 1-2-4 approach in the region’s cities and counties.
- **Establish standards and best practices for measuring current racial equity levels** and for demonstrating progress; increase accountability for outcomes by tying funding to demonstrated progress toward closing disparities. This would include **revising the opportunity map methodology** to ensure that it does not de-prioritize BIPOC communities, which tend to be overwhelmingly represented as “low resource” in HCD’s opportunity maps. While we support the concept of encouraging new development in high opportunity areas, communities that have suffered historic underinvestment should not be left behind as there are longstanding housing needs that must be met.
- **Retain as much of the Shelter in Place (SIP) housing established** in response to the COVID-19 pandemic as possible for post-pandemic use as interim housing for unsheltered individuals/households transitioning to permanent housing. The State must also work to pass legislation and support programs such as rental assistance to ensure people stay housed.
- **Consolidate and streamline all affordable housing and homelessness funding and application processes**, ensure that a **significant portion of affordable housing funding is inclusive of people with Extremely Low Incomes (ELI)**, and **issue guidance to prioritize local rental assistance funds to severely rent-burdened, ELI households** in census tracts of high housing insecurity.

Federal Government

- **Allocate \$100 billion in emergency rental assistance, \$11.5 billion in additional Emergency Solutions Grant, and \$26 billion in new Housing Choice Vouchers** specifically for people who are experiencing or are at-risk of homelessness. We also call on federal legislators to **provide enhanced unemployment benefits** at the previous level of \$600/week.
- **In addition to these immediate actions, we call on the Federal government, in close coordination with the State, to provide new funding needed to ensure all local jurisdictions are able to implement plans to house 75% of our unsheltered population by 2024** by implementing a full range of prevention and housing options.
- **We commit to working with Congress and the Biden-Harris Administration to identify and develop innovative, scalable solutions to homelessness and poverty.** We look forward to quickly turning our attention to “Housing as Infrastructure” and working with our California Congressional delegation to achieve the requisite scale of federal investment in affordable housing to truly make homelessness in the United States an experience that is rare and brief, not one that persists for decades.

Counties

- **Adopt the 1-2-4 Framework in counties.**
- **Operationalize equitable consideration of the most vulnerable communities in prioritization schemes, service provision, and rental assistance programs.**
- **Identify locations and make plans to implement interim housing** for individuals who cannot move directly into permanent housing, leveraging recent CEQA exemption for navigation centers.
- **Enact an eviction moratorium** that protects tenants until 60 days after the County lifts its COVID-19 public health emergency (Immediate).
- In the event that a local jurisdiction launches or expands a rental assistance program, **it should use a prioritization method that targets rental assistance to those most at risk of becoming homeless.**

Philanthropies

- **Fund urgently needed interventions** targeted to Black, Brown, and Indigenous people experiencing homelessness or are currently at risk of becoming homeless.

Business

- **Work to address the barriers faced by underbanked and unbanked populations** in accessing benefits by offering no-fee checking accounts or other distribution methods. Furthermore, we call on businesses to help fund interventions in local communities.

Coalition

- **Local jurisdictions will be provided with assistance** from All Home that recognizes the unique circumstances of local jurisdictions as they work to activate the 1-2-4 framework and support for inter-jurisdictional coordination within and between the region's counties. **If new funds are required**, this coalition will actively work to raise the necessary resources from the state and federal governments.
- All Home, in collaboration with regional partners and local jurisdictions, will identify a regional entity (e.g., BAHFA) **with the mandate, mission, and capacity to manage a regional homelessness prevention system** for the long-term. **All Home will also work to implement a three-county pilot regional homelessness prevention system** that is rolled out with an eye toward regional expansion to all nine Bay Area counties. **Lastly, All Home will work to estimate the scale of need for rental assistance in the Bay Area**, including levels needed to prevent expected increases in homelessness and total households unable to pay rent.
- Among selected locations that have existing homelessness prevention programs, the **RIC will facilitate consensus-building on what coordinated, data-informed service delivery and common evaluation framework** look like based on best practices in the field, including analysis of gaps and barriers. The **RIC will also convene local jurisdictions that offer rental assistance programs**, along with community groups representing tenants and people who have experienced homelessness, to inform decision-makers about the need to prioritize as recommended above, when resources are limited.

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