

# Regional Impact Council Steering Committee

July 26, 2023 | 2pm





# Meeting Objectives and Outcomes



## PURPOSE

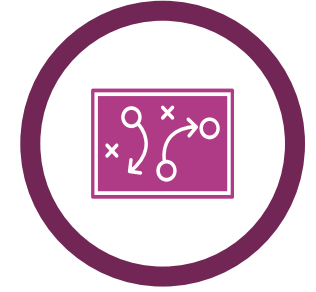
Align on studies identified in previous meeting with goals and opportunities to advance the regional plans and to equip the committee with actionable steps going forward

**Get a better understanding of some of the recurring challenges to advancing interim, permanent and prevention solutions and what tools we can use to better prepare and align our jurisdictions around potential resources for housing solutions**



## OUTCOMES

1. **Learn** about some of key tools for RAP implementation; a Support Card to help jurisdictions align on resources and local homelessness plans and how some counties are applying this tool to implement the RAP
2. **Lift up emerging efforts** of local jurisdictions plans and coordination to make homelessness rare, brief and non-recurring



## PROCESS

Group discussion, panelists from local jurisdictions and presentation by County lead

A hand holding a blue pen is writing on a whiteboard. The whiteboard is covered with several colorful sticky notes (pink, yellow, green). The hand is wearing a black wristband and a watch. The background is dark and out of focus.

# Agenda

- |   |             |
|---|-------------|
| 1. Welcome  | 2:00 - 2:10 |
| 2. Recurring challenges in implementing housing solutions | 2:10 - 2:40 |
| 3. Implementation tool   Support Card                     | 2:45 - 3:05 |
| 4. County alignment in practice   Solano County           | 3:05 - 3:25 |
| 5. Close and next steps                                   | 3:25 - 3:30 |

# May Meeting Recap

## Our Commitments

- Better understanding of the 2024 BAHFA Regional Bond Measure, the opportunity and scale and how the RIC can get involved by joining the BAHA coalition
- Further support for concurrent investments (1-2-4 framework)

## Our Actions

- Continuing to work with BAHFA leads and staff to understand how potential funds could be used
- Further partnership development with jurisdictions to understand concerns, challenges and opportunities to support the 2024 Regional Bond
- All Home has continued its Technical Assistance Work including:
  - Strategic guidance and collaboration in Contra Costa
  - Refining the Support Card tool (today's presentation)

Our response to homelessness  
today & what could be helpful to  
prepare for additional funding

Hearing from you



## NAVIGATION CENTER



# REGIONAL IMPACT COUNCIL STEERING COMMITTEE

San Mateo County  
July 26, 2023



# HOMEKEY EXPANSION



# Interim Housing

- Interim Housing refers to a non-congregate shelter in which each resident has a private room and bath.
- Residents of Interim Housing do not have a lease or pay rent.
- Interim Housing is intended to shelter and stabilize residents until permanent housing can be secured.
- The County has converted three hotels to Interim Housing:
  - Coast House
  - Pacific Shelter
  - El Camino House
- The County has also constructed the Navigation Center to provide Interim Housing.



# Coast House, Half Moon Bay

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- Coastside Inn on Cabrillo Highway in Half Moon Bay acquired by SMC December 2020
- County used its own CARES Act funding to acquire (no State Homekey)
- Total Acquisition and Rehab = \$10 Million
- First homeless shelter to serve the Coastside
- Preference for Coastside homeless
- 51 private rooms and baths, 6 ADA units
- LifeMoves has operated since opening in 2021





# Pacific Shelter, Redwood City

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- Pacific Inn acquired by San Mateo County in December 2020
- 74 private rooms/baths for formerly homeless with one manager's unit
- Purchase price + rehab=\$28 Million
- Operated by Samaritan House since 2021
- Plan to convert to Permanent Housing within ten years





# El Camino House, City of San Mateo

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- Former Stone Villa Inn on El Camino Real south of highway 92 interchange
- Acquired in 2021 and rehabilitated by the County at a total development cost of \$15 million
- Occupancy began October 2022.
- 44 private rooms and baths with offices for staff
- Homekey award of \$11.4 million for capital costs and \$2.1 million to subsidize operations
- Samaritan House selected as operator
- Plan to convert to permanent housing within 10 years, consolidated with an adjacent parcel also purchased by the County





# Navigation Center, Redwood City

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- New Construction incorporating modular units with stick-built
- Total development cost \$51 million including Homekey capital award of \$46.1 million
- 240 private rooms and baths
- Occupancy began in June 2023
- Expansive campus of multi-disciplinary supportive services providers led by LifeMoves as lead operator with Homekey operating subsidy of \$9.2 million



# Permanent Housing

- Rental housing in which each resident leases an apartment and pays rent.
- Permanent Supportive Housing refers to deeply affordable rental housing for formerly homeless people with integrated on-site services to help residents maintain housing stability.
- As the County has increased its Interim Housing units for the unsheltered, the next step is to increase the supply of deeply affordable housing with integrated supportive services for people who were formerly homeless and who are ready to leave Interim Housing and have their own home.
- The County has used Homekey funding to create two Permanent Housing sites:  
Shores Landing in Redwood Shores.  
Casa Esperanza in Redwood City.
- The County continues to leverage Measure K, state, and federal funding to develop additional permanent supportive housing for our unhoused residents.



# Shores Landing, Redwood City

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- Purchased December 2020 for \$29 Million, including \$18 Million in Homekey funding.
- 95 studio and 1 BR apartments for formerly homeless seniors
- Developed and operated by Mid-Pen Housing with additional services provided by Mental Health Association





# Casa Esperanza, Redwood City

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Former Comfort Inn & Suites on El Camino Real in Redwood City acquired by the County April 2022

Purchase price \$17 Million and Rehabilitation Cost \$5.3 million

Homekey capital award of \$12 Million and Operation subsidy of \$3.4 million

51 studio apartments rehabilitated to provide kitchens.

Operated by Alta Housing with additional services provided by Mental Health Association





# Colma Veterans Village, Colma

66 affordable rental apartments,  
with 58 units dedicated to formerly  
homeless veterans

Developed by Mercy Housing with  
County Affordable Housing Funds,  
HUD-VASH rental vouchers, and  
other state and federal housing  
financing programs.





# Fair Oaks Commons, Unincorporated County

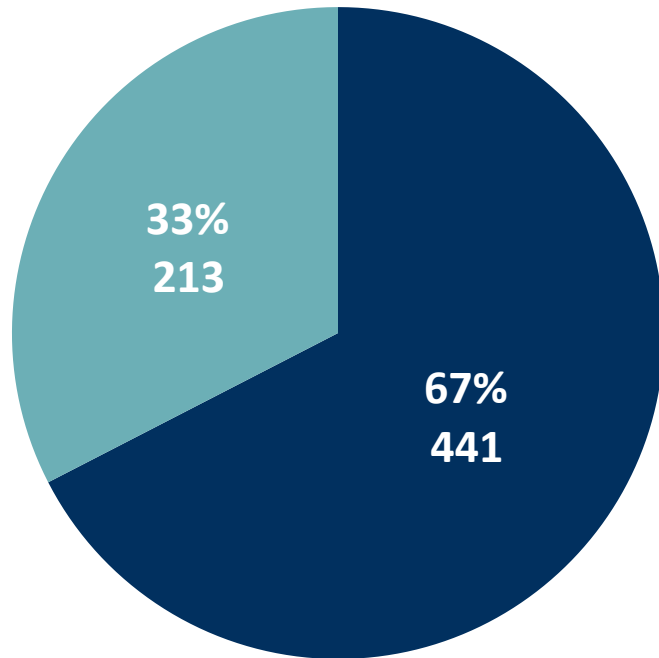
- 67 affordable rental apartments including 27 units dedicated to formerly homeless veterans and 13 units for formerly homeless with mental health needs
- Developed by Alta Housing with County Affordable Housing Funds, HUD-VASH rental vouchers, and other state and federal housing financing programs.



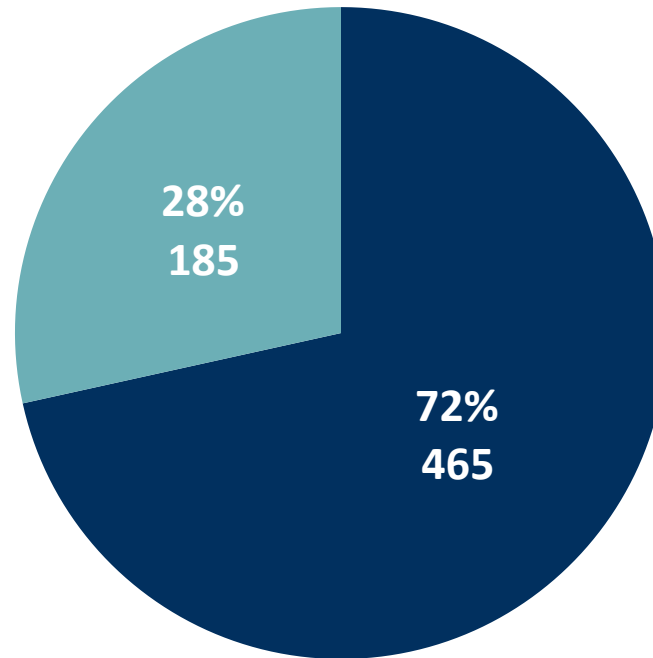


# Adult Shelters: Self-Reported Conditions

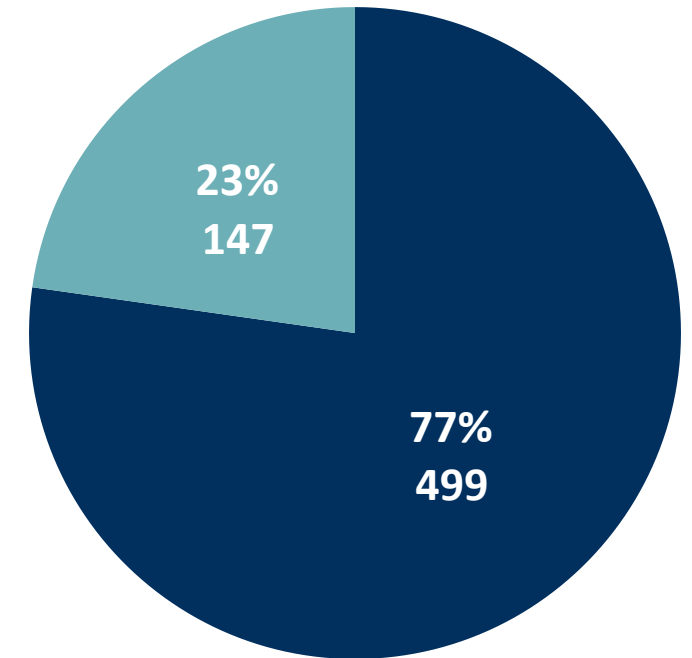
**Physical Disability**  
January - June 2023



**Mental Health Condition**  
January - June 2023



**Substance Use Disorder**  
January - June 2023

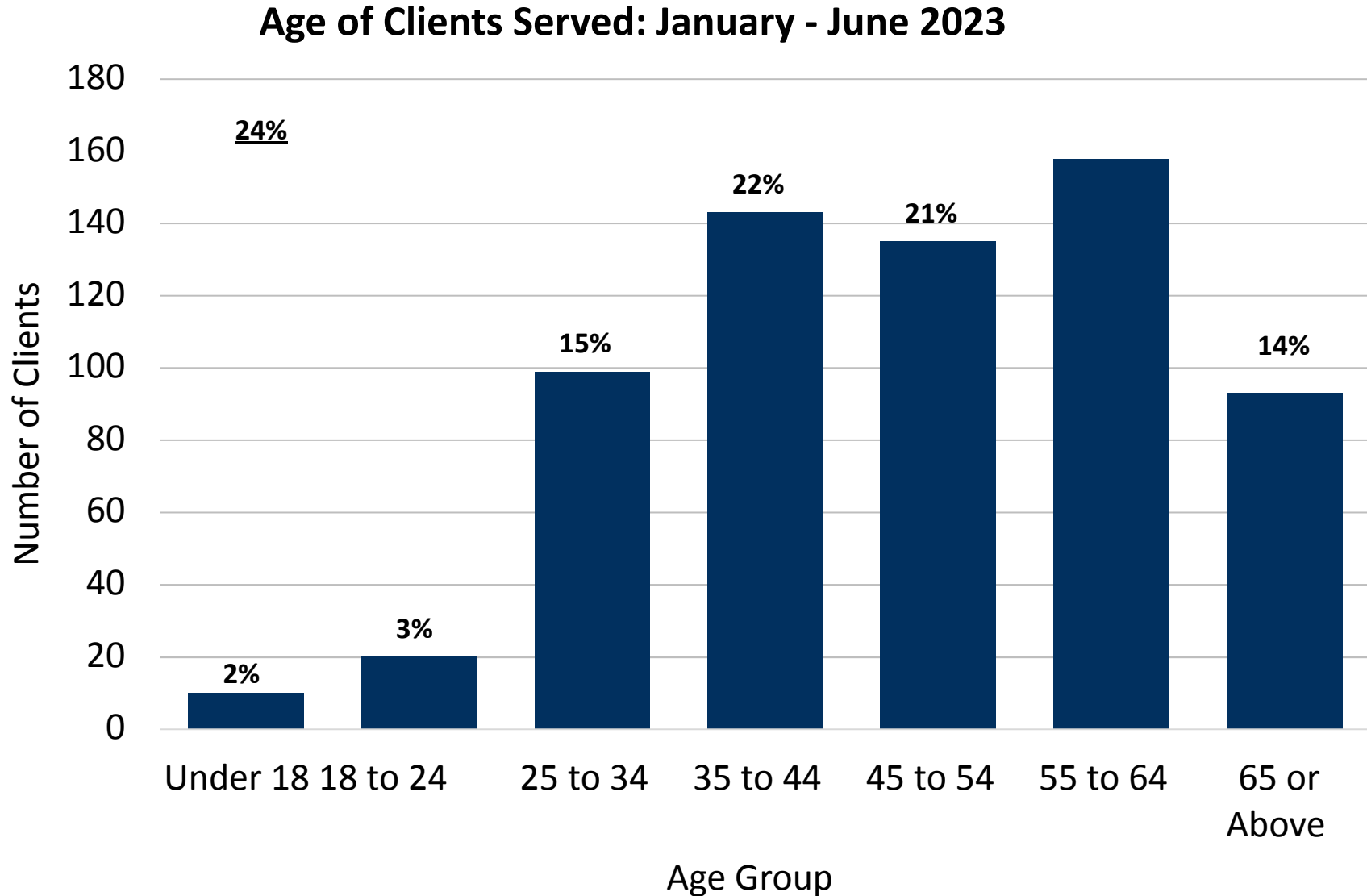


■ No ■ Yes

# Adult Shelters: Demographics

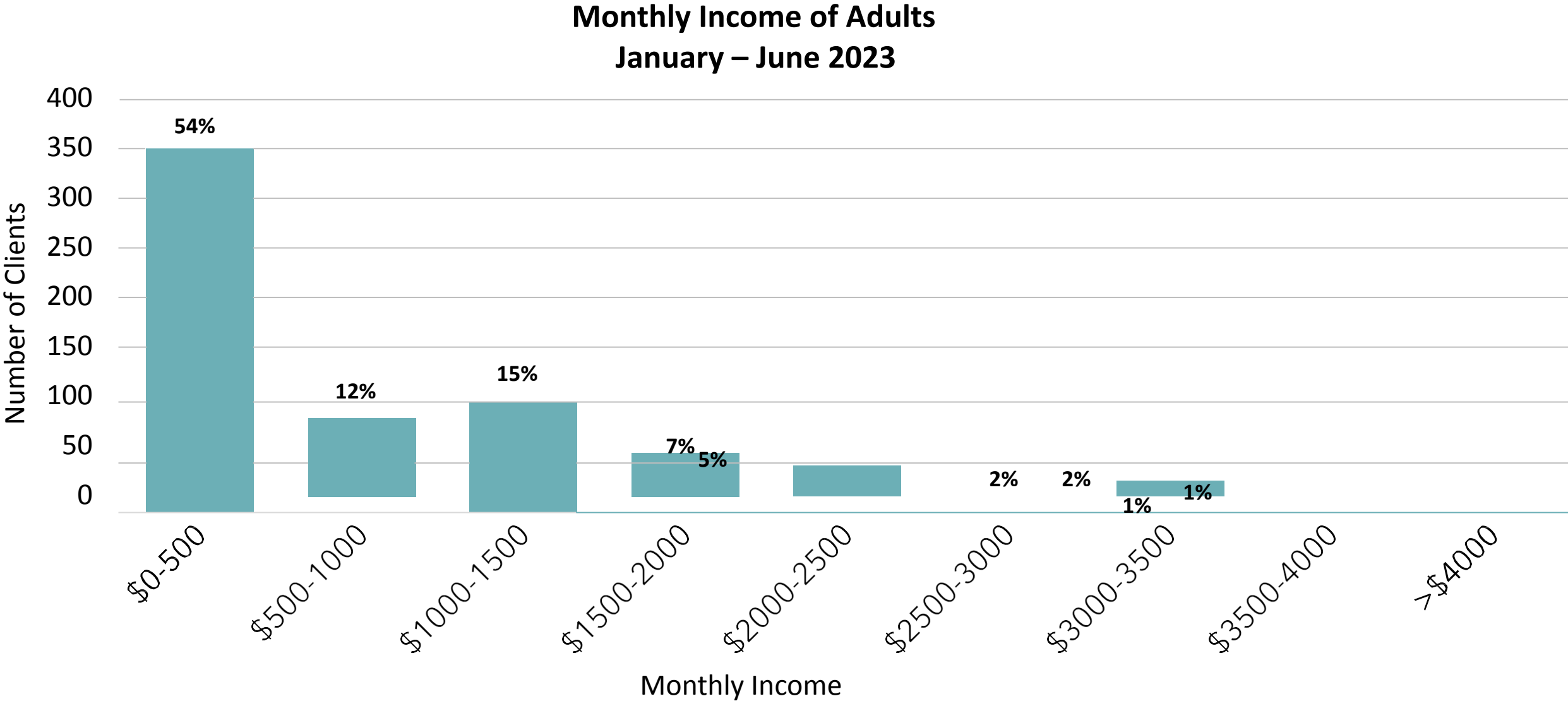
Gender		
Male	452	68.8%
Female	201	30.6%
Transgender	4	0.6%
Total	657	100%

Veteran Status		
No	608	94.4%
Yes	36	5.6%
Total	644	100%





# Adult Shelters: Income





**Interim Housing/Shelter Data: Families**



# Family Shelters: Demographics

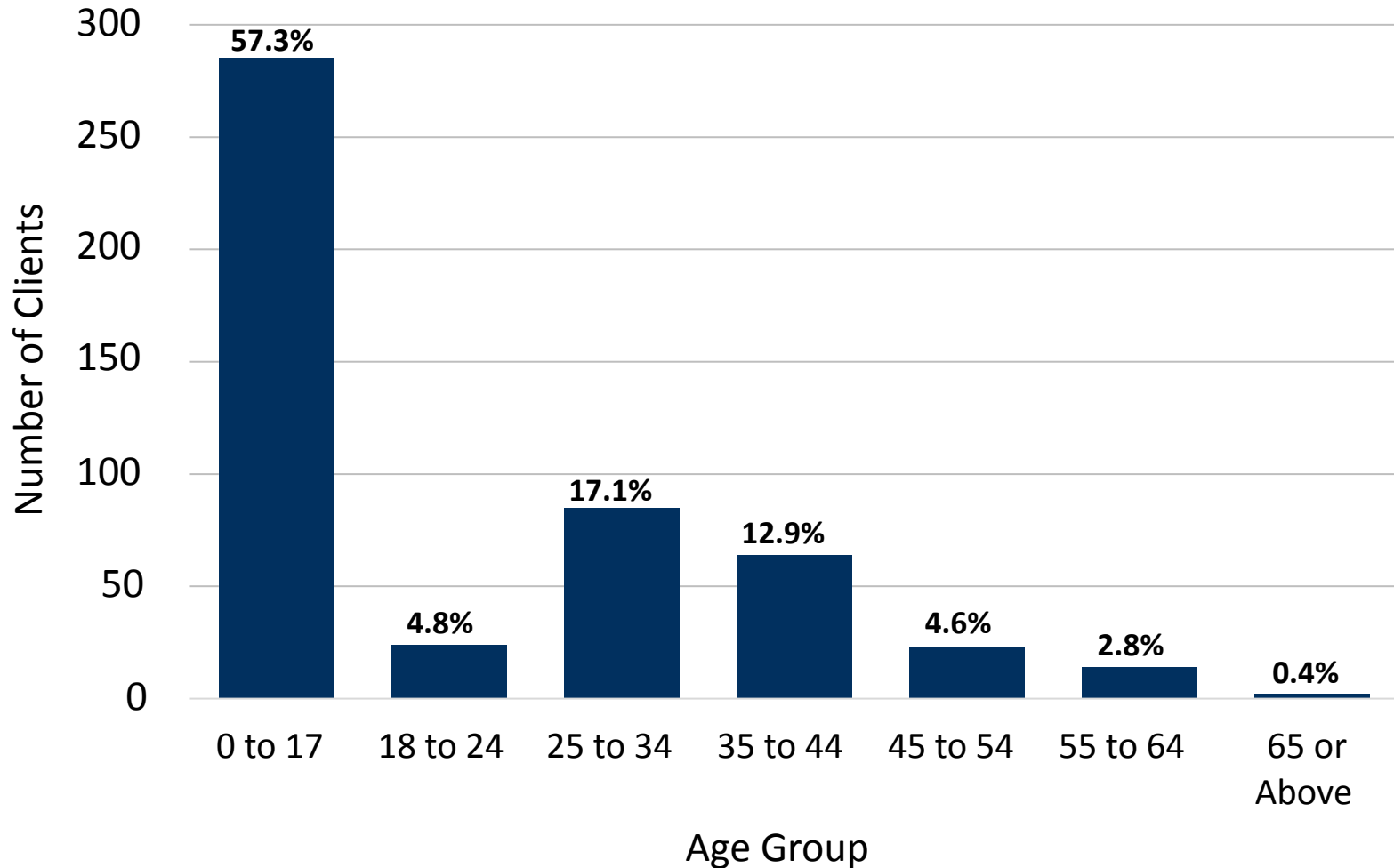
## Gender

Male	264	53%
Female	233	47%
Total	497	100%

## Veteran Status of Adults

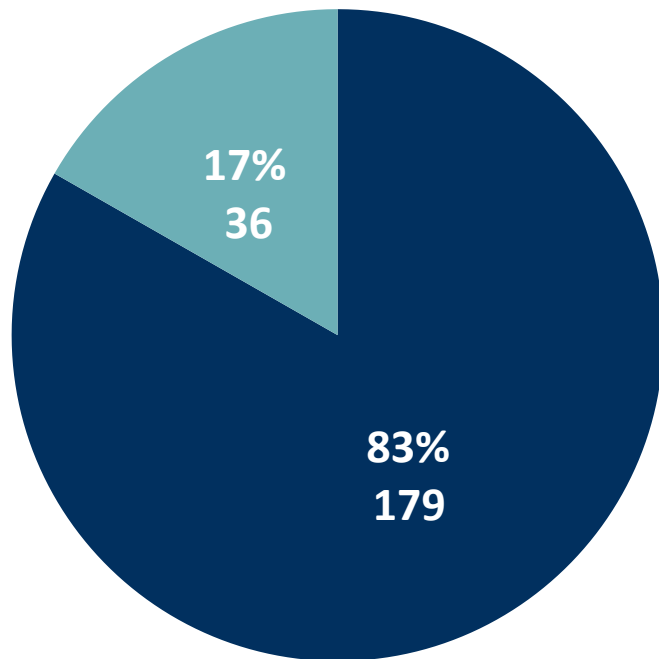
No	203	93.1%
Yes	15	6.9%
Total	218	100%

## Age of Clients Served January - June 2023

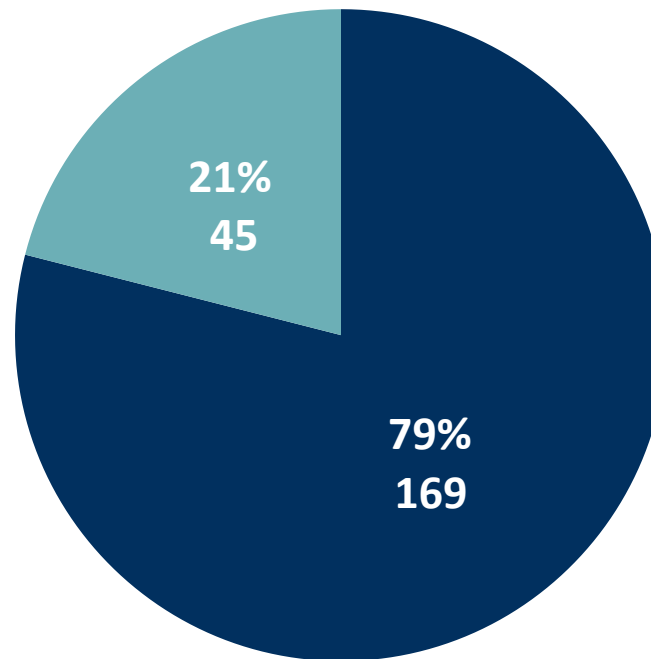


# Family Shelters: Adults – Self-Reported Conditions

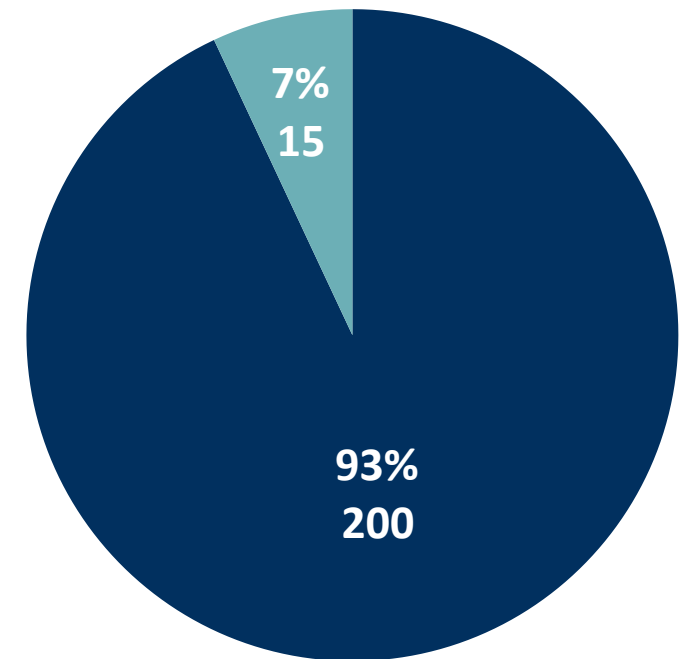
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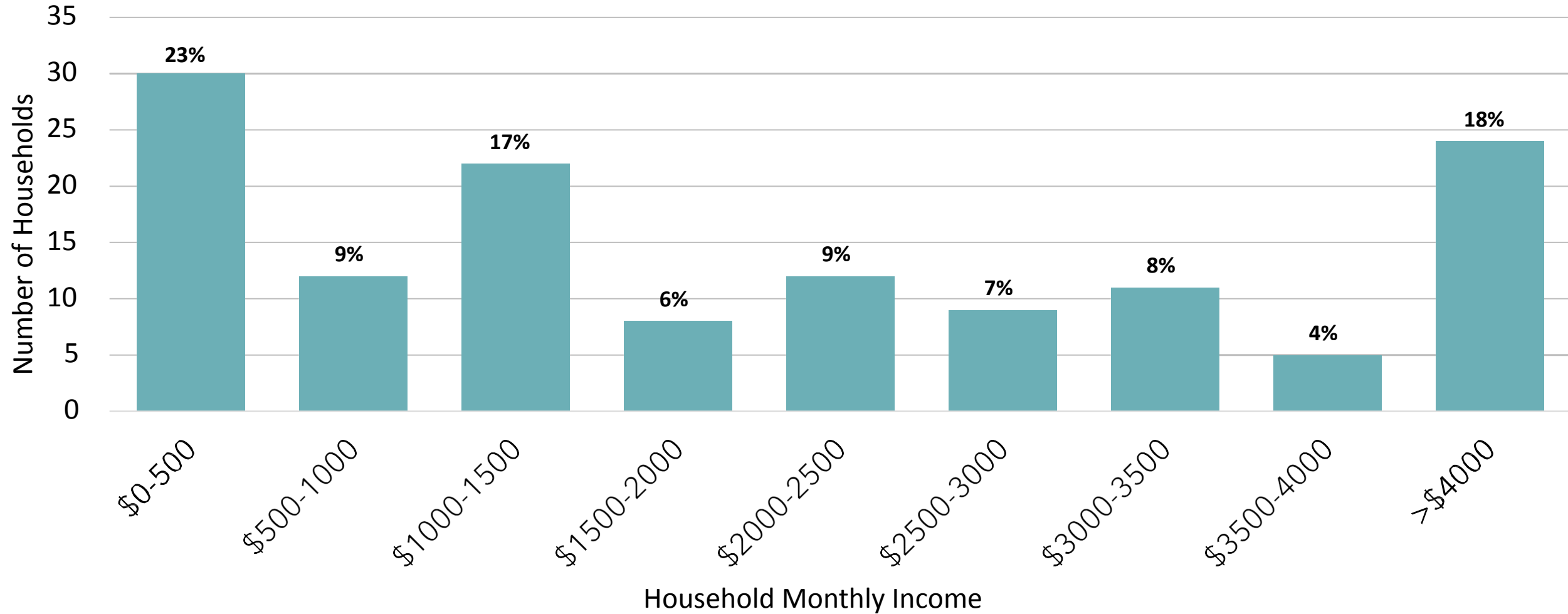


■ No ■ Yes



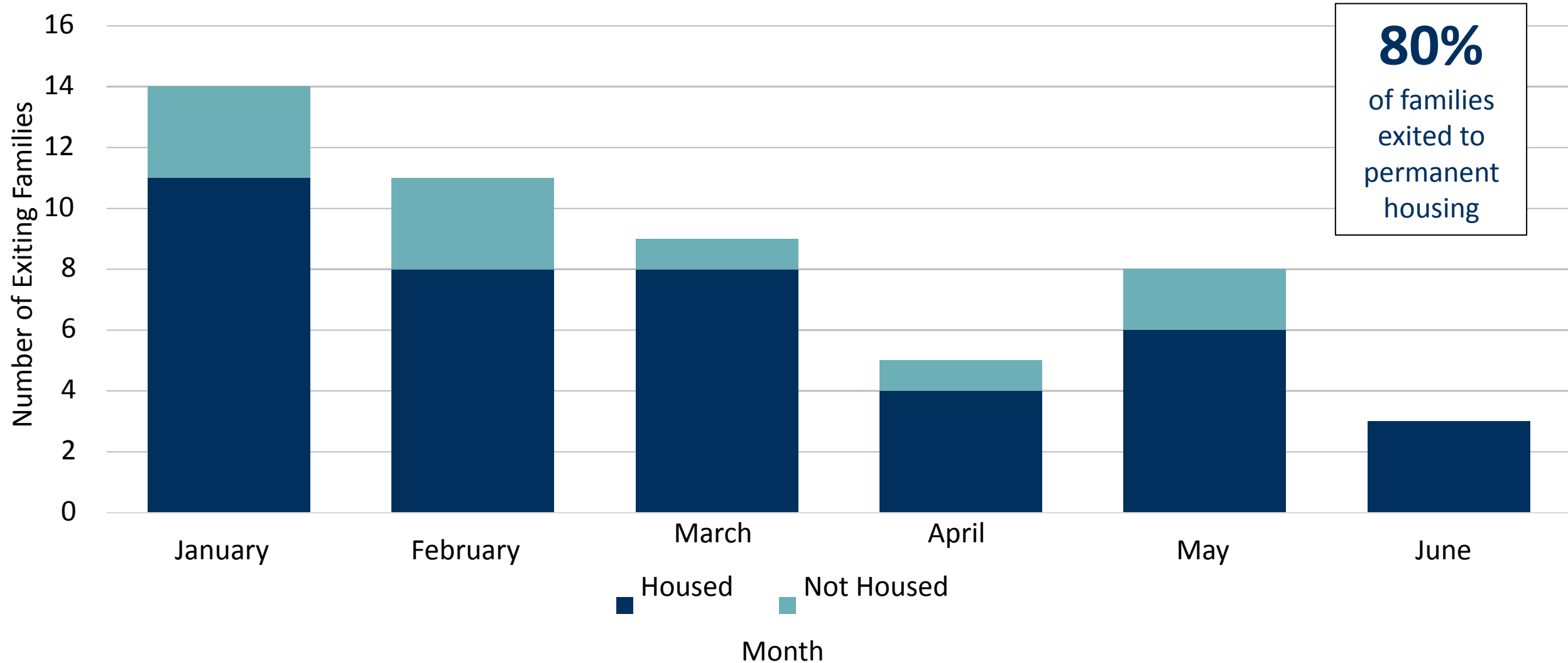
# Family Shelters: Income

Monthly Income of Families  
January – June 2023



# Families Exiting Shelter by Housing Outcome

Shelter Exits: January - June 2023





# Challenges

- ❖ On going costs of operations HomeKey
  - ❖ Lack of vouchers
  - ❖ Tax credits
- ❖ Permanent Housing with ongoing subsidy
- ❖ Case Management and Wrap Around Services
- ❖ Need for more affordable housing

- ❖ More outreach workers
  - ❖ Clinicians
  - ❖ People with lived experience
  - ❖ Street Medicine

# Challenges

## Families

- ➡ Decrease length of stay while maintaining high exits to housing
- ➡ Response to families requesting shelter
- ➡ Resource challenges & program model changes



## Adults

- ➡ More analysis needed on people leaving shelter without housing
- ➡ Strategies to increase exits to housing
- ➡ Help those in shelter to stabilize long enough to engage in services
- ➡ Engage partners (i.e., County Health & others) to better serve those cycling in and out of shelters
- ➡ Need more affordable housing



**Thank You!**



# Home Together 2026

Alameda County Office of Homeless Care and Coordination

Kerry Abbott, Director

July 26, 2023



# Goals and Strategies

## 1 Prevent homelessness for our residents

1. Address racial disparities in mainstream/upstream systems to prevent racially disproportionate inflow into homelessness
2. Focus resources for prevention on people most likely to lose their homes
3. Rapidly resolve episodes of homelessness through Housing Problem Solving
4. Prevent racially disproportionate returns to homelessness

## 2 Connect people to shelter and needed resources

1. Expand access in key neighborhoods and continue improvements to Coordinated Entry
2. Lower programmatic barriers to crisis services such as prevention, problem solving, and shelter
3. Prevent discharge from mainstream systems to homelessness
4. Significantly increase the availability of shelter, especially non-congregate models, to serve vulnerable adults and families with children and to reduce unsheltered homelessness
5. Provide accessible behavioral health services to people with serious mental illness or substance use needs and who are unsheltered, in shelter, or in supportive housing programs

## 3 Increase housing solutions

1. Add units and subsidies for supportive housing, including new models for frail/older adults
2. Create dedicated affordable housing subsidies for people who do not need intensive services
3. Create shallow subsidies for those who can exit or avoid homelessness with more limited assistance
4. Add new slots of rapid rehousing for those who can pay full rent over time
5. Ensure new housing funding is distributed across the county according to need
6. Reduce entry barriers to housing and ensure racial equity in referrals and placements

## 4 Strengthen coordination, communication and capacity

1. Use data to improve outcomes and track racial equity impacts
2. Improve messaging and information availability
3. Build infrastructure to support and monitor new and expanded programs

Without addressing the impact of racism in our society, homelessness will continue to disproportionately impact African Americans and other people of color. Creating a mix of housing and services in order to reduce these enormous racial disparities is a major focus of this Plan.





# Alameda County: Home Together Community Plan

## 1 Shelter/Interim

Improve access to interim housing and increase non-congregate options. Adding over 1,000 shelter slots.

## 4 Permanent Housing Exits

Increase supportive housing by over 7,000 units. Add over 10,000 “dedicated affordable” subsidies and units.

## 4 Prevention Resources

Homelessness Prevention strategy targets people who have been homeless before, providing upstream services and financial supports especially in most impacted areas.

# All Home: Bay Area Regional Action Plan

## 1 Shelter/Interim

Fund interim housing to reduce unsheltered homelessness by 75%.

## 2 Permanent Housing Exits

Provide long-term, flexible housing solutions, such as subsidies and supportive housing

## 4 Prevention Resources

Keep at-risk families housed through interventions like financial assistance coupled with housing problem-solving and legal services.

# Home Together 2026: **System Needs**

- In order to drastically reduce homelessness and racial inequities, the Plan calls for the **addition of more than 24,000 housing resources** in a variety of programs.
- The total estimated **cost of operating this inventory over 5-years is \$2.5 billion**. This cost **does not include** capital development or the cost of additional operations such as prevention, street outreach, or administrative activities.

The total cost of scaling up shelter and housing inventory over 5-years to fully meet system needs is **\$2.5 billion**.

- \$430 million for additional shelter
- \$1.68 billion for permanent housing
- \$388 million for prevention, rapid re-housing and shallow subsidies.



Source: CA-502 System Model, Abt Associates, 1/20/2022

# System Model to End Homelessness

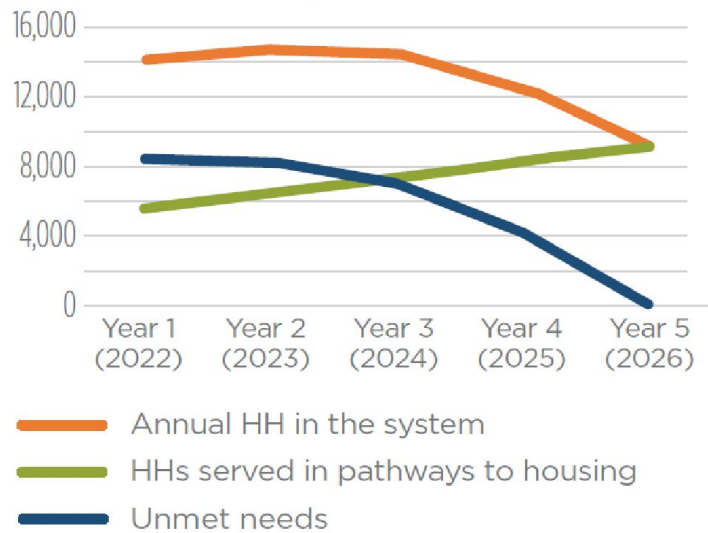


Impact of investments on unmet need over 5 years

	Year 0 (2021)	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)
New homeless	4,000	4,800	5,300	5,300	4,700	4,300
Annual HH in the system	13,000	14,000	14,700	14,400	12,600	9,200
HHs served in pathways to housing	4,700	5,600	6,500	7,400	8,310	9,200
Unmet need	8,300	8,400	8,200	7000	4,200	0
% unmet need	64%	60%	56%	49%	33%	0%

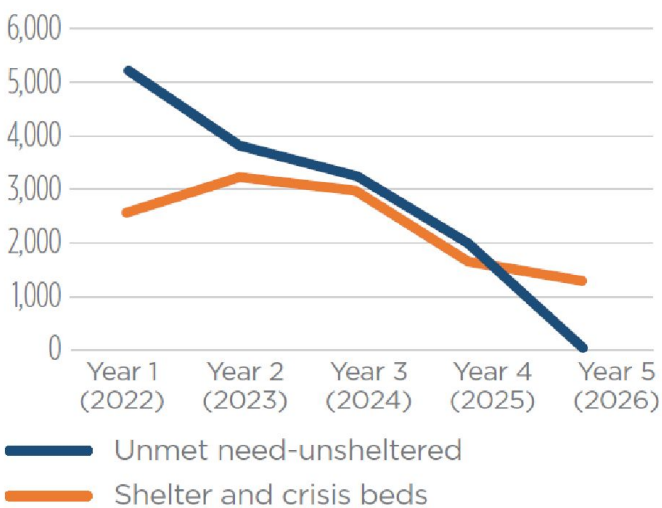
Source: CA-502 System Model, Abt Associates, 1/20/2022

Impact of increased investment on homeless system outcomes



Source: CA-502 System Model, Abt Associates, 1/20/2022

Impact of shelter increase on unsheltered homelessness\*



\*For Adult Only Households | Source: CA-502 System Model, Abt Associates, 1/20/2022



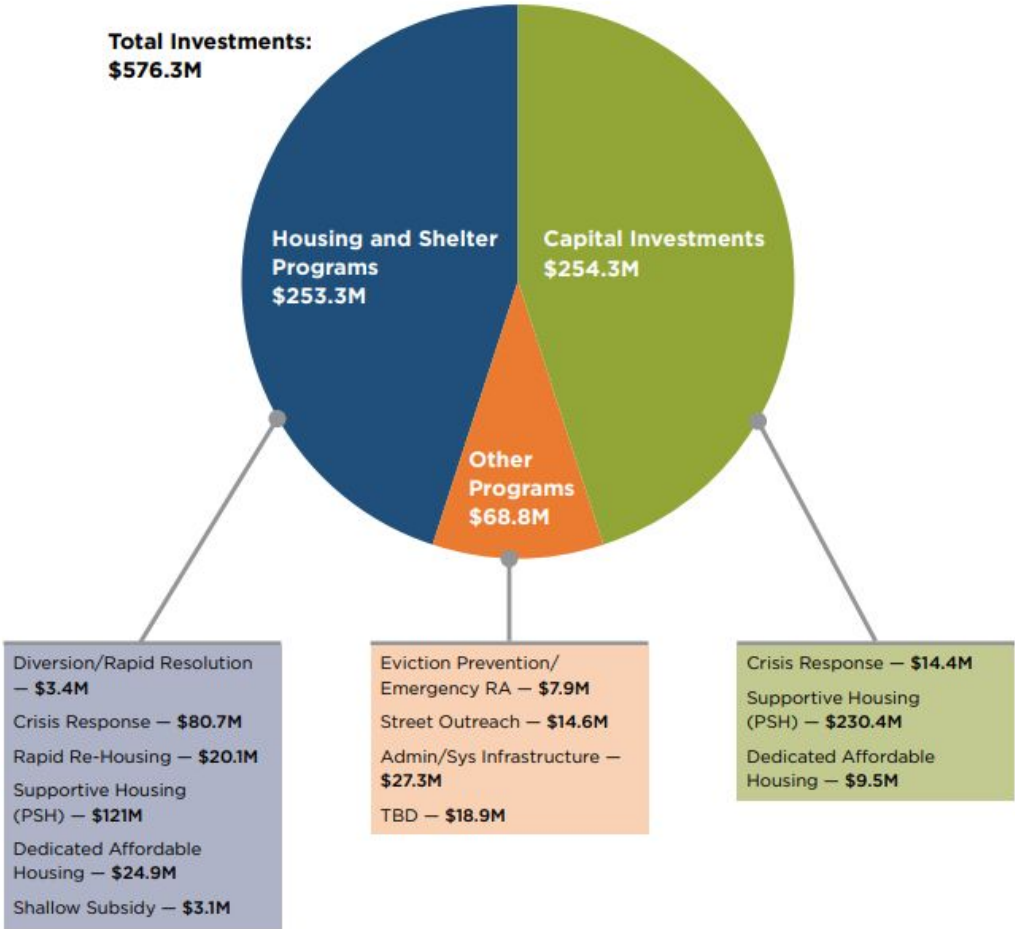
# Home Together 2026: Key Takeaways from Year 1

## Takeaway #1. System Capacity has Expanded.

The homelessness response system served 25% more people during FY21-22 compared to FY20-21; \$576 million was allocated towards system inventory and operations, and close to 1,900 permanent housing opportunities and 1,500+ crisis response units were added to the system.

Inventory Type/ Program Model	% of Target Achieved FY21-22
Rapid Resolution	136%
Crisis Response (shelter/ interim)	94%
Transitional Housing for Youth	N/A
Rapid Re-Housing	76%
Supportive Housing (PSH)	109%
Dedicated Affordable Housing	75%
Shallow Subsidies	34%
TOTAL	93%

FY21-22 Home Together Funding: Total Investments by Program Type



# Home Together 2026: Key Takeaways from Year 1

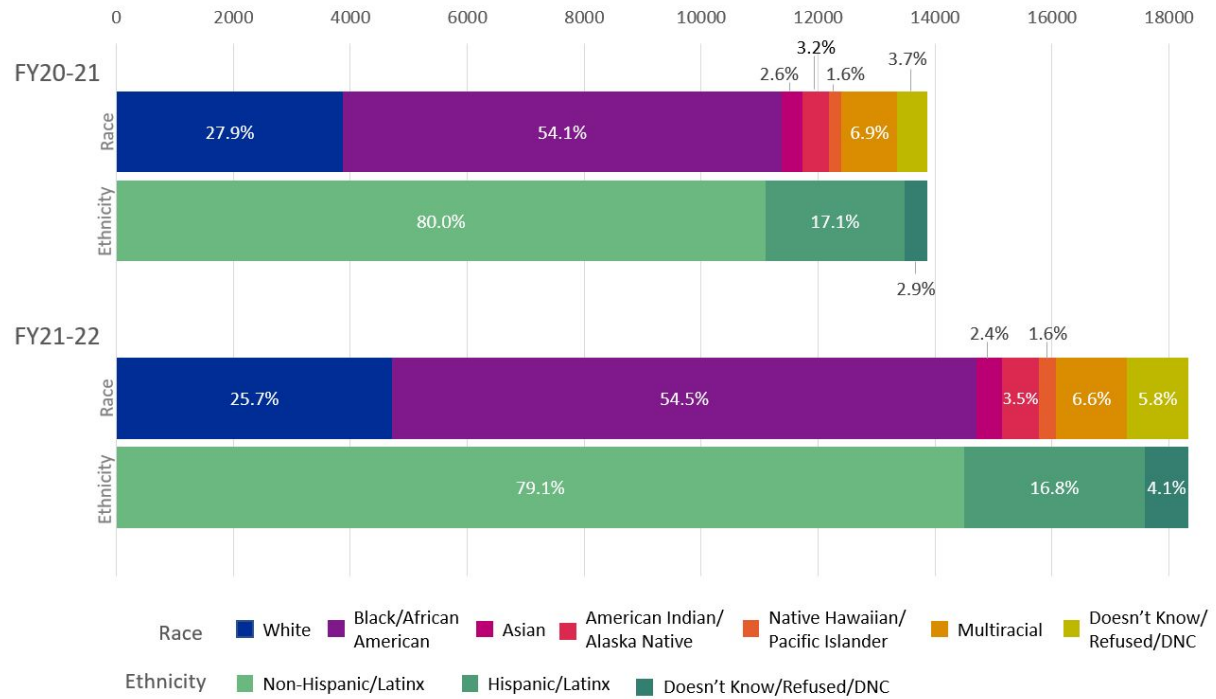
## Takeaway #2. New Homelessness Outpaces Housing Placement Rates.

4,033 newly homeless people entered the system in FY21-22 while 3,010 people moved from homelessness into housing.

## Takeaway #3. Racial Disparities Persist.

Homelessness continues to disproportionately impact people of color, especially Black/ African Americans.

Currently Homeless Program Participants by Race and Ethnicity, FY20-21 and FY21-22 (HMIS)

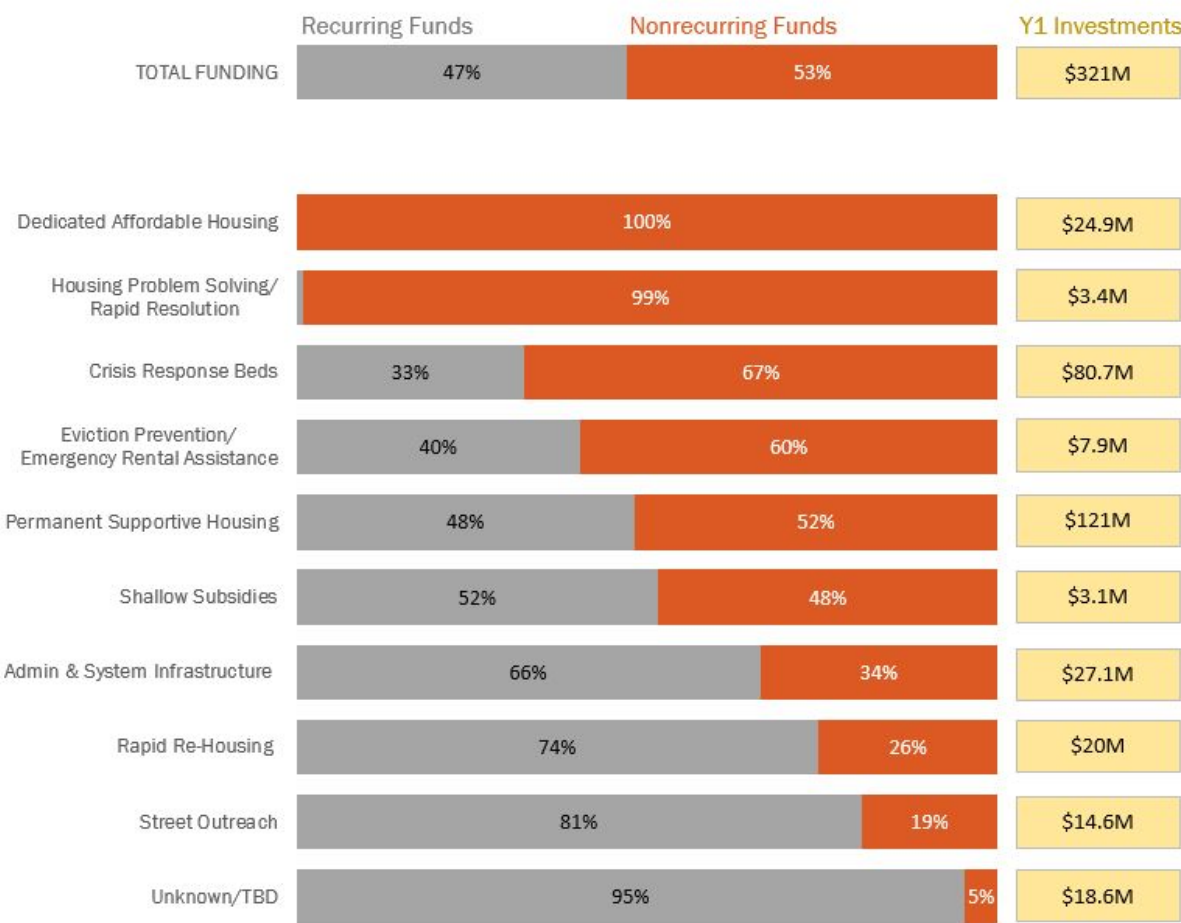


# Home Together 2026: Key Takeaways from Year 1

**Takeaway #4. Lack of Funding is Stalling Key Activities.** A lack of funding stalled activities that are critical to addressing racial inequities, including adding subsidies for people with fixed incomes, and expansion of dedicated affordable housing for people who do not need intensive services.

**Takeaway #5. Sustainable Resources are Needed.** More than half of the system’s funding for key programs is *nonrecurring*. Reliable funding is needed to maintain the existing inventory and to significantly grow inventory over time.

Recurring vs. Nonrecurring Funds for Key System Programs, FY21-22

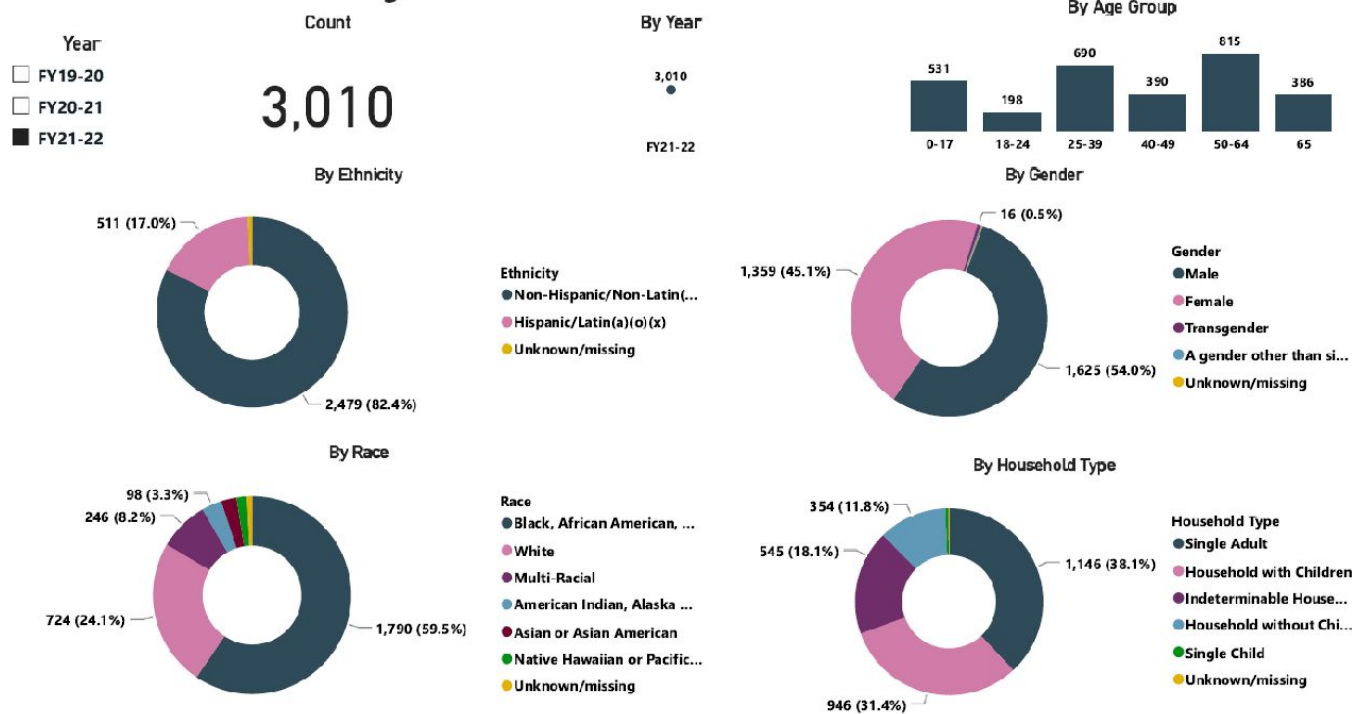




# Year 2 - Work in Progress

- New CoC Committees to focus on Racial Equity, Housing Capacity, Prevention
- Homelessness Prevention Strategy Team and framework development
- Dashboard plus reporting and analysis methods in place
- City participation in tracking
- Unsheltered NOFO, Local Subsidy Program, BHBH Implementation

Persons Who Gained Housing



# Support Card Overview

## Purpose of the Support Card

- Homelessness response systems historically lack coordination and accountability
- Increasing interest to address these systemic problems:
  - Cal ICH and the Statewide Action Plan
  - HHAP programming requirements
  - CSAC AT HOME Plan
  - SB 129 and regionally/countywide coordinated action plans



# Purpose of the Support Card

The Support Card is a toolkit of best practices to help governments standardize the oversight of their homelessness response systems.

Core Elements	<ul style="list-style-type: none"><li>• Leadership</li><li>• Accountability</li><li>• Resources</li><li>• Transparency</li></ul>
Guiding Principles	Broad principles in public administration that reflect types of policies, programs, and business practices that should be implemented under each of the Core Elements.
Policy Recommendations	Policy recommendations reflecting practical, replicable best practices from other jurisdictions.
Structural Alignment Assessment	All Home offers technical assistance to help jurisdictions study and assess their governance structures.

# Evaluative Component

01	Limited Structure	<p>Jurisdictions may have little to no structure in their homeless response system.</p> <p>Policies, funding, and programming are uncoordinated and siloed between the county, cities, departments, and service providers.</p>
02	Developing Structure	<p>Jurisdictions may have informal, semi-structured systems.</p> <p>There may be some policy direction, but gaps still exist in the coordination of funding and programming.</p>
03	Established Structure	<p>Jurisdictions maintain a robust structure for coordinating policies, funding, and programming on a countywide or regional level.</p>

# Leadership

Core Elements	Guiding Principles	Policy Recommendations ( <i>Sample examples</i> )	Structural Alignment Assessment
<b>Leadership</b>	<ol style="list-style-type: none"><li>1. Legislative direction</li><li>2. Executive leadership</li><li>3. Interdepartmental coordination</li><li>4. Community-based organization coordination</li><li>5. Intergovernmental collaboration</li></ol>	<p>Establish formal structure for interdepartmental and intergovernmental collaboration</p> <ul style="list-style-type: none"><li>• LA's Comprehensive Strategy Committee</li><li>• San Mateo's Interagency Council</li><li>• CAP Solano JPA</li></ul>	TBD (Limited, Developing, Established)



# Accountability

Core Elements	Guiding Principles	Policy Recommendations ( <i>Sample examples</i> )	Structural Alignment Assessment
<b>Accountability</b>	<ol style="list-style-type: none"> <li>1. Aligning federal, state, and local strategic plans</li> <li>2. Incorporating community input</li> <li>3. Incorporating lived experience</li> <li>4. Evaluating systemic inequalities</li> <li>5. Appointing direct oversight</li> <li>6. Periodic reporting</li> </ol>	<p>Adopt a countywide/regional strategic plan that incorporates all of these principles of accountability.</p> <ul style="list-style-type: none"> <li>• Sonoma County 5-Year Strategic Plan</li> </ul>	TBD (Limited, Developing, Established)

# Resources

Core Elements	Guiding Principles	Policy Recommendations ( <i>Sample examples</i> )	Structural Alignment Assessment
<b>Resources</b>	<ol style="list-style-type: none"><li>1. Needs-driven budgeting and program planning</li><li>2. Workforce planning</li><li>3. Assessing service provider capacity</li><li>4. Evaluating land utilization, site placement</li></ol>	<p>Conduct a systems analysis including inflow (1st time homelessness) and program outcomes (permanent placement from interim), identifying key areas for improvement. Estimate the associated program and implementation costs based on inflow and need.</p> <ul style="list-style-type: none"><li>• San Francisco's A Place for All Report</li></ul>	TBD (Limited, Developing, Established)

# Transparency

Core Elements	Guiding Principles	Policy Recommendations ( <i>Sample examples</i> )	Structural Alignment Assessment
<b>Transparency</b>	<ol style="list-style-type: none"> <li>1. Public meetings</li> <li>2. Online information accessibility</li> <li>3. Social media / internet based communications</li> <li>4. Leveraging community-based networks for information dissemination</li> <li>5. Culturally component outreach</li> </ol>	<p>Conduct outreach and disseminate progress reports on the status of implementing a regional homeless plan through multifaceted channels of communication.</p> <ul style="list-style-type: none"> <li>• Santa Clara County Community Plan to End Homelessness</li> </ul>	TBD (Limited, Developing, Established)



# Support Card Outline

Core Elements	Guiding Principles	Policy Recommendations (Sample examples)	Structural Alignment Assessment
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## Status of Work & Next steps

### Status of Work

- County of San Mateo: workshopped the original policies in the Support Card with All Home in October 2022
- County of Contra Costa: engaging in technical assistance to facilitate and convene a working group of county departments, and eventually cities, to improve regional coordination
- County of Alameda: exploration phase with partners at both the County and City of Oakland to better understand current processes for regional coordination and where there are opportunities for improvement
- We shared overviews with the offices of Senator Scott Weiner and Assembly Member Buff Wicks, and Cal ICH staff

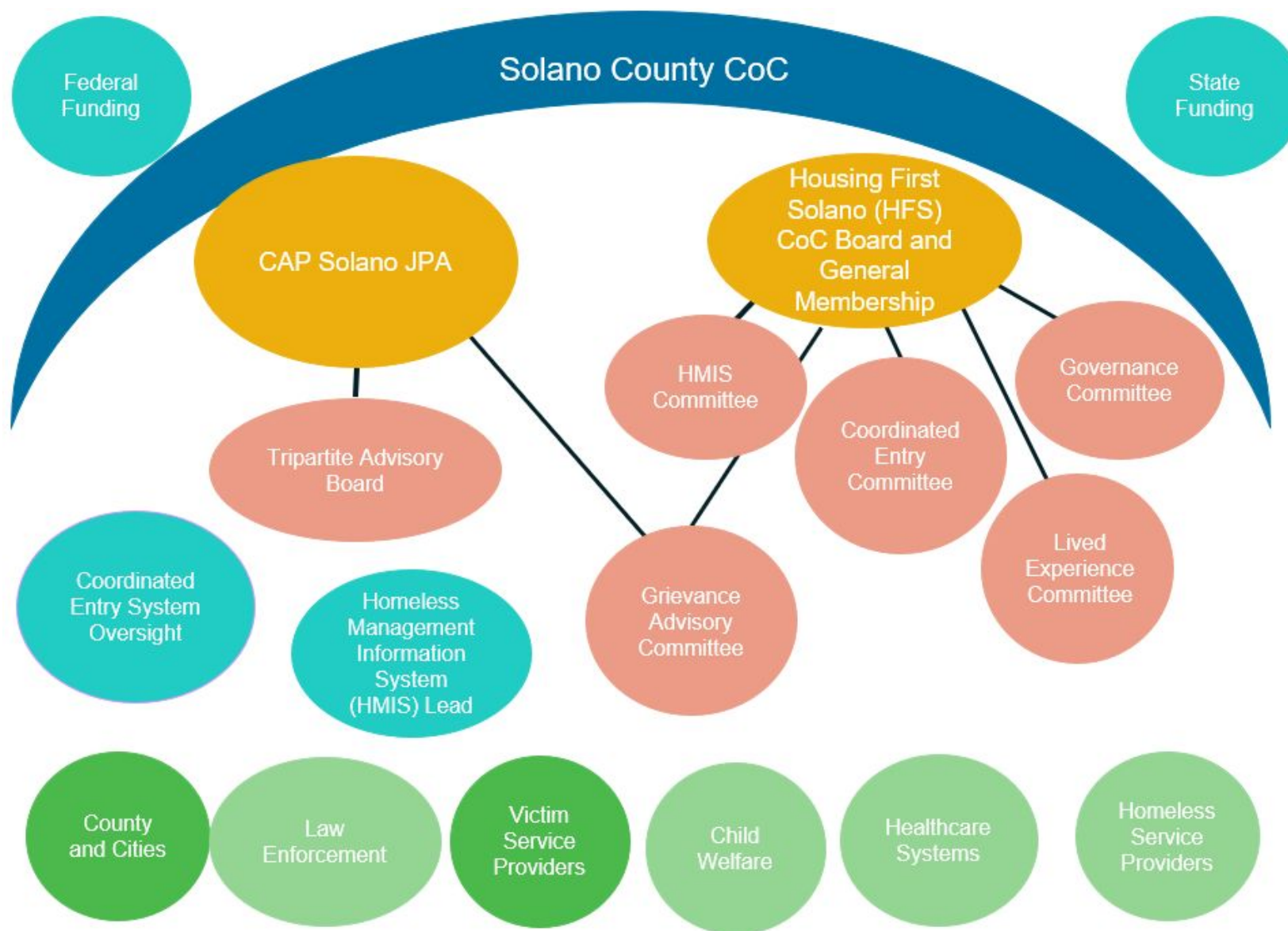
### Next Steps

- **Collect your input!** We'll be reaching out to other county contacts to continue workshopping the implementation of the framework, but please reach out directly as well if you have the capacity and interest
- Cal ICH is looking for recommendations on the evaluative component before the end of the year

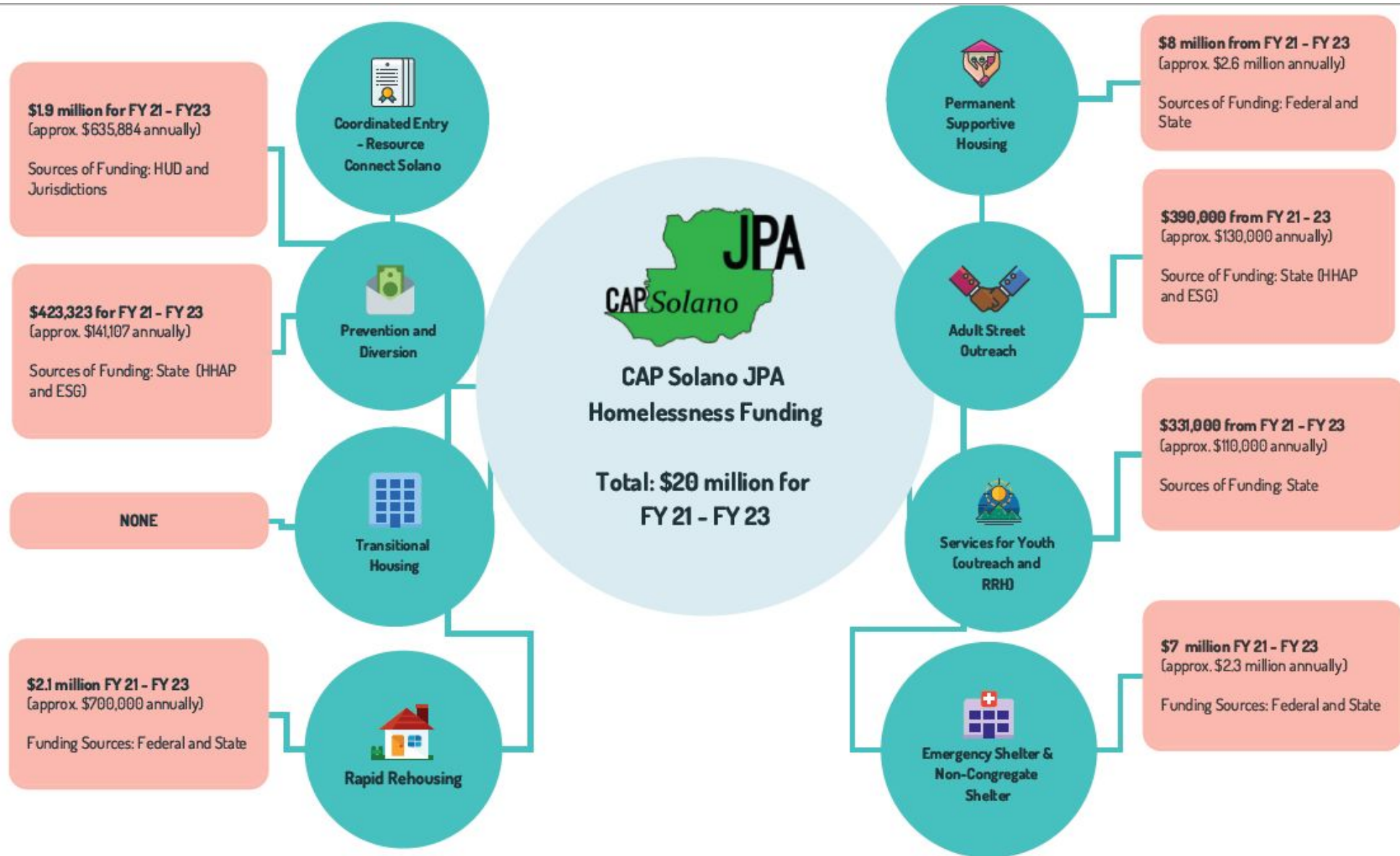
# **Community Action Partnership Solano County**



# Solano Continuum of Care



# JPA State and Federal Funding



# JPA Roles – Summary

## HMIS Lead and Coordinated Entry

- Data reporting for all federal and state funding
- Contract Management with Pathways
- Annual evaluation of the Coordinated Entry System

## Fiscal Agent

- Grant monitoring
- Track budgets and report to the public

## Regional Leadership

- Trainings
- Meetings
- Governance

## Collaborative Applicant/Administrative Entity

- HUD CoC Funding
- State Funding
- All other funding



# Action Steps



Commitment	Action(s)
Learn how you can apply the Support Card to your work	Contact Adrian Gonzales: agonzales@allhomeca.org
Lift up strategies and coordination efforts in your county!	Contact Ken Kirkey for more ways to get involved
Advocate for 1-2-4 framework solutions in your jurisdiction	Contact Ken Kirkey for more ways to get involved

*Next Meeting: September 27, 2023*