2014 Progress Report On

Ending Homelessness

In Alameda County, CA

Measuring Progress –
Achieving Outcomes

July 2015

by

EveryOneHome
Ending Homelessness in Alameda County

Aspire Consulting LLC

Acknowledgements

This is Alameda County, California's fifth annual *Measuring Progress – Achieving Outcomes* report. It evaluates the performance during calendar year 2014 of the system as a whole and individual programs in achieving outcomes that we believe will bring an end to homelessness.

The data in this report are extracted from the local Homeless Management Information System (HMIS), known as InHOUSE, the Housing Inventory Chart and Homeless Count Tables. They support our efforts to improve the system of care and bring about an end to homelessness by using local data for strategic planning and as an evaluation tool.

EveryOne Home wishes to acknowledge the work of the many people and organizations responsible for ensuring this report's publication, especially:

Agencies and Jurisdictions Using InHOUSE HMIS System
See Attachment C for a complete list

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See Attachment C for a full list of members

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EveryOne Home looks forward to continuing to provide data and similar reports that help this community understand its impact on ending homelessness.

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Achieving Outcomes

Background And New Report Design

In 2009, Alameda County analyzed systemwide outcomes and crafted the standard of accountability by which it would evaluate its efforts to end homelessness on an annual basis. The Systemwide Outcomes and Efficiency Measures were adopted in 2010, with the first Achieving Outcomes Report published in 2011 covering 2010 results, and annually thereafter. Both the US Department of Housing and Urban Development (HUD) and the National Alliance to End Homelessness have identified Alameda County's performance measures and the report itself as models for other communities to emulate.

This 2014 edition marks the transition to a new framework for measuring the Continuum's effectiveness in ending homelessness. When preparing for this year's report, it became clear it would not be possible to author a report similar to those of prior years for two reasons. First, in the fall of 2014, new mandatory data fields were implemented in the InHOUSE Homeless Management Information System (HMIS). The software upgrade was so extensive that it broke the tools that had been used to extract data for prior years' reports. Second, some data (such as income information) were not reporting properly in the first months of 2015 when data were extracted from HMIS for this publication. When considering alternatives, EveryOne Home's Performance Management Committee elected to use the new federal performance measures as the basis for measuring performance in Alameda County in 2014. HUD released the performance measures in the summer of 2014, derived from the 2009 Homelessness Emergency Assistance and Rapid Transition to Housing (HEARTH) Act. The new federal measures ensure that communities nationwide will report on the same measures using the same metrics in a standardized manner, starting as early as the 2016 federal funding cycle.

The Committee also wanted to introduce the concept of "functional zero" into the conversation about what it means to end homelessness. The concept emerged from communities working to end veterans' homelessness, and is used to describe and quantify how they will know when they have successfully ended homelessness. The US Department of Veterans Affairs set a goal of reaching a Point-In-Time count of "functional zero", meaning the number of veterans who are homeless at a given point in time is equal to or less than the number of veterans being permanently housed every thirty days. The "functional zero" concept can apply to any sub-population or the entire homeless population. It is a specific, measurable way to understand if we have built a system where the loss of housing is a rare and brief occurrence. Improved system performance on the federal measures, spurred by our systems change efforts, should move our continuum closer to the goal of "functional zero", ending homelessness as we know it.

In similar spirit, this report is structured to:

1. Preserve the discipline of an annual measurement of key outcomes to reduce and end homelessness. It is critical to measure and report on the effectiveness of local efforts in reducing homelessness. The community must know if its efforts are making a difference at the system level, and which programs and types of programs are making the biggest impact. This knowledge helps to highlight areas for improvement and informs where resources can be targeted more effectively.
2. Educate the community about new federal performance measures. All communities nationally will use the standardized metrics to report on their performance beginning next year. By utilizing the federal measures, this publication better prepares Alameda County to understand the measures before they are fully implemented nationally.
3. Assess community performance with respect to the federal measures. This transition year framework sets the stage for the community to develop its next iteration of outcome measures. Once these federal measures are fully implemented, the community will determine if additional measures are needed to articulate local standards of accountability, review historical data, create baselines, and adopt new performance benchmarks.
4. Focus on the performance of the system as a whole rather than on individual programs. Strong system performance is not only achieved by programs performing well individually, but also by those same programs working well together to fulfill their roles. A systemwide view helps the community understand the results of all components combined.
5. Create the connection between system change efforts and the impact they intend to have on results. This report discusses several major system change initiatives undertaken in 2014 and the system outcomes they should affect once fully implemented. Future reports will evaluate the impact of these efforts and our progress toward functional zero.

The seven federal measures are articulated in Attachment B, which outlines the types of programs targeted by each measure and where the report source is different from past outcomes measures. Additional refinement of these metrics is expected over the next year as HUD works with HMIS software vendors to produce the tools to generate standard reports.

The seven federal performance measures are:

Measure 1 – Length Of Time Persons Remain Homeless

Measure 2 – Returns To Homelessness

Measure 3 – Number Of Homeless Persons
(Included for the first time this year)

Measure 4 – Employment and Income Growth For Homeless Persons
(Very limited data included this year)

Measure 5 – Number Of Persons Who Become Homeless For The First Time
(Not available this year)

Measure 6 –Homelessness Prevention And Housing Placement Of Persons Defined By Category 3 Of HUD's Homeless Definition In CoC Programs-funded Projects
(Not applicable to Alameda County)

Measure 7 – Successful Exits

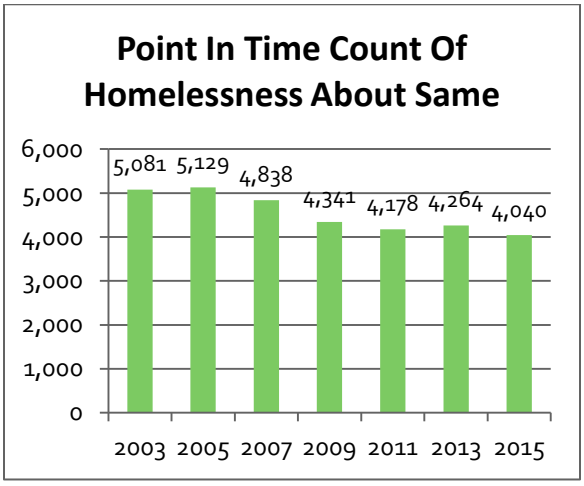
Measures 1 (Length of Time Persons Remain Homeless) and 2 (Returns to Homelessness) use the same extraction reports used in previous years, (Length of Stay and Returns to Homelessness, respectively). For these two measures, comparisons to prior years' performance are noted. Measures 4 (Employment and Income Growth) and 7 (Successful Exits) use data from the Annual Performance Report (APR) rather than the HMIS Outcomes Report used in prior years, making comparisons to past performance less useful.

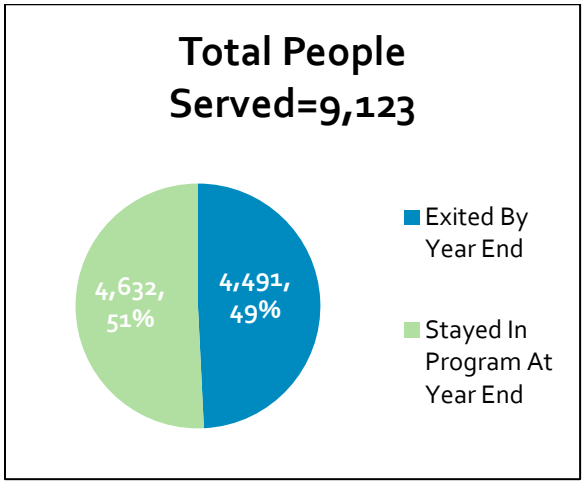
Reading This Report

The report layout includes:

- a system snapshot that provides a "20,000 foot view" of the community's efforts and results in 2014.
- the main body of the report, which features each measure accompanied by a brief description, and the rate of performance for all applicable areas in 2014.system change initiatives intended to support improved performance; and
- attachments showing individual program performance, key partners for this report, the federal performance measures, and programs contributing data for measurement.

2014 System Snapshot

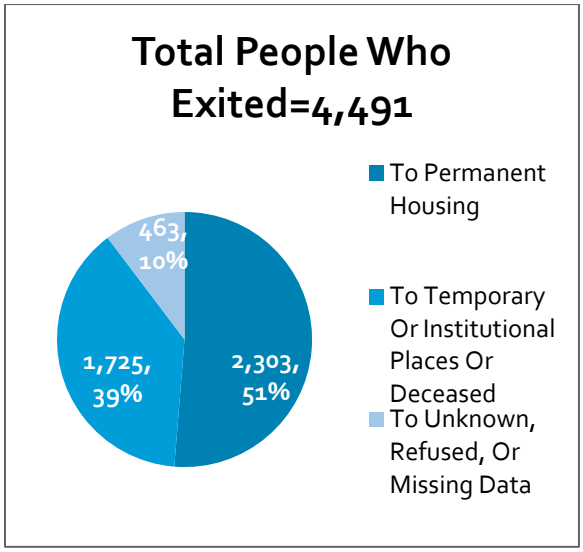


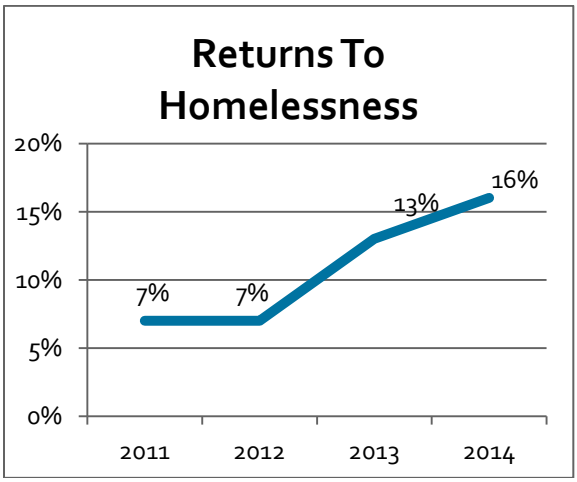


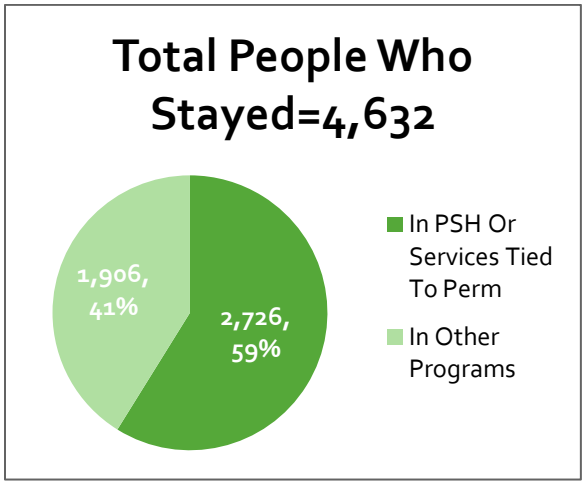
Key Homeless Subpopulation Estimates Lower			
	Veterans	Families	Chronic
2013	492	462	931
2015	388	324	660

Shorter Stays in Program

The average length of stay for those in transitional housing who exit to permanent housing is down 12% from an average of 375 days in 2013 to 331 days in 2014.







What The Data Show

The estimated number of people who are homeless in Alameda County has remained about the same as in 2013. 4,040 people were homeless on a single night in January 2015 as compared to 4,264 in 2013. The 2015 count is essentially unchanged from 2013 when statistically examining the data.

The 2015 Point In Time Count, the homeless housing inventory, and HMIS data suggest decreases of homeless sub-populations for whom the community has invested resources and efforts.

- The estimated number of homeless veterans is down from 492 in 2013 to 388 in 2015.
- The estimated number of homeless families is down from 462 in 2013 to 325 in 2015.
    - The estimated number of unsheltered families remains low at 47 families.
    - The estimated number of chronically homeless families remains low at 29 families.
- The estimated number of chronically homeless individuals is down from 931 in 2013 to 660 in 2015.

The system served 9,123 people in 2014, just over half of whom were still in services at year end. Nearly 60% of persons still in services were those being assisted with Permanent Supportive Housing (PSH) and services to stay housed. PSH ensures that people with disabilities and histories of homelessness, many of whom were homeless for twelve months or more, are now housed with the supports to stay there. In 2014, 96% of people living in PSH retained their housing or moved to other permanent housing.

A greater portion of people served by the system exited to permanent housing, and did so faster. 2,303 people exited the system to permanent housing; more than half of all the people exiting the system (51%). 59% of the people who exited from a shelter to permanent housing did so within 90 days or less, while transitional housing programs show a 12% decrease (44 days fewer) for people who exited to permanent housing.

A larger percentage of people who left the system for permanent housing are returning within twelve months. The rate of returning to homelessness increased from 13% in 2013 to 16% in 2014. Rapid Rehousing programs continued to see the lowest rates of return to homelessness with a rate of 9% in 2014. Many factors could be contributing to this change, such as a shrinking and increasingly expensive rental market or the need for more supports to keep people stably housed. The national goal is a rate of 10% or less for returns to homelessness.

Outcome Measures

Measure 1 – Length Of Time Persons Remain Homeless

Metric: Change in the average and median length of time people stay in shelters and transitional housing projects

Early on, EveryOne Home stakeholders identified the need to reduce the time people spend homeless as a critical strategy to the systemic goal of ending homelessness. Unfortunately, since many people use multiple or zero programs at a time over the course of their homelessness, measuring total time homeless was not possible. Instead the community chose to measure length of stay in a program as a proxy for length of time homeless. HUD has adopted a similar approach, reflected in this metric, which measures the length of stay in a program rather than a true length of time homeless.

The local report developed in 2010 to measure the average length of stay is similar to the metric HUD has encouraged communities to use, with three significant differences. First, the local report measures the average length of stay for all people who exited a type of program, specifically for those who exited to permanent housing. HUD only requires communities to measure the average for all people who exit. Second, HUD wants to measure the median length of stay, which the local report does not do. Third, the portion of people who exit to permanent housing within 90 days or less is included locally, but not in the HUD metric. The Performance Management Committee thought the local report gave the community more information, and elected to use the local report for this measure.

Program Type	Average Length of Stay (LOS) in Days for Exited Persons	Average LOS per Exit to Permanent Housing	% of Those Exiting to PH Who Do So within 90 Days	2013 LOS for Exited Persons	2013 LOS per Exit to PH	2013 % to PH in 60 Days
Emergency Shelter	70	91	59%	65	93	52%
Transitional Housing	305	331	17%	336	375	
Rapid Rehousing	135	143	48%			

Figure 1 Source: Length of Stay and Annual Performance Report (exit within 90 days) for ES, TH, and RRH Sectors, 2014 Alameda County.

Transitional housing projects trimmed 44 days (12%) from the average length of stay for those who exit to permanent housing, while posting a 73% exit rate to permanent housing (measure 7b1). Emergency shelters helped nearly 60% of their residents exit to permanent housing within 90 days. Previous reports used a 60 day benchmark and cannot be used for comparison.

Measure 2 – The Extent To Which Persons Who Exit Homelessness To Permanent Housing Return To Homelessness Within 6 To 12 Months and Within 2 Years

Metric: Return to shelter, transitional housing, and permanent housing projects after exit to permanent housing

Measuring returns to homelessness functions as a "checks and balances" metric, indicating whether people who move to permanent housing and conclude services are stable enough that they do not return to the homeless services system soon thereafter. This measure includes two variables: those who return to shelter or transitional housing (metric 2a/b1), and those who return to either of those program types or to permanent housing projects (i.e., permanent supportive housing, Shelter + Care programs, or rapid rehousing programs) (metric 2a/b2). The second metric of this measure has not previously been tracked locally and is not available in this report.

	RTH - 12 Mo. Average 2014	RTH - 12 Mo. Average 2013
Systemwide	16%	13%
ES	29%	22%
TH	14%	10%
RRH	9%	4%
PSH	12%	

Figure 2 Source: Returns To Homelessness Report run systemwide and by sector, 2014 Alameda County.

The data below was extracted using Alameda County's locally developed tool, which produces results largely similar to those captured in the federal metric. The locally developed tool tracks people who exited to permanent housing and then returned within 12 months to a shelter or transitional housing, or to a drop-in center where their housing status is listed as homeless.

The federal goal articulated in the HEARTH Act is a 10% maximum return to homelessness rate within 12 months. The systemwide rate increased from 13% for 2013 to 16% in 2014 reflecting an upward trend over the last two years after holding steady at 7% for the previous three years. All sectors experienced increased rates of return, though Rapid Rehousing returns continue to be under 10%. The causes of the increase are uncertain though several factors could be contributing to this change, such as a shrinking and increasingly expensive rental market and/or the need for more supports and prevention services to keep people stably housed.

Measure 3 – Number Of People Who Are Homeless

Metric: Changes in Point In Time counts of sheltered and unsheltered homeless, and changes in the annual counts of sheltered homeless persons in HMIS

This measure tracks the overall estimated number of people who are homeless during one night in the last ten days of January as measured by the biennial EveryOne Counts initiative. It enumerates people who are utilizing a shelter or transitional housing program (sheltered) and

those who are sleeping outdoors or in vehicles, abandoned buildings, or other similar places (unsheltered). The biennial Point In Time count has been a requirement for more than a decade; however, this is the first time it has been grouped with other performance measures. Ideally, progress with respect to the other measures would drive a reduction in the number of people who are homeless at any point in time.

The table below shows the Point In Time (PIT) data from this year's EveryOne Counts field work, which took place on January 28, 2015. A separate stand-alone report to describe the findings more fully will be available in September of this year. It will include details about subpopulations such as chronically homeless persons, chronically homeless families, veterans, and people with severe mental illness.

	Sheltered	Unsheltered	Total Homeless
Point In Time Homeless Count By Household and Person			
Households With At Least One Adult And One Child			
Number of households	277	47	324
Number of persons	741	244	985
Households With Only Children			
Number of persons	13	0	13
Households without children (adult only)			
Number of persons	889	2,153	3,042
Total Number Of Homeless Adults And Children			
Total number of persons	1,643	2,397	4,040
Point In Time Homeless Count By Subpopulations			
Chronically Homeless Family Households	19	10	29
Chronically Homeless Individuals (Persons)	159	501	660
Veterans	157	231	388

Figure 3 Source: Point In Time Count, 2015 Alameda County.

An estimated 4,040 people were homeless in Alameda County on a single night in January 2015, as compared to 4,264 people in 2013. The sheltered count went from 1,927 in 2013 to 1,643 in 2015. The estimated 2,397 number of unsheltered people in 2015 is essentially the same as the 2,337 estimated in 2013.

The reduction in the sheltered count was due in large degree to a reduction in seasonal shelter beds and conversion of transitional housing projects to permanent supportive housing or rapid rehousing. Five new warming centers operated during the winter months, some taking the place of a traditional seasonal shelter. Instead of operating every night from approximately November through April, these warming centers opened on a night-by-night basis when the weather was rainy or extremely cold (e.g., 39 degrees or lower). With the atypically dry and

warm winter, nearly 200 beds were not in operation on the night of the count, and the people who might have occupied those beds remained unsheltered. The largest of these programs utilized the cost savings from operating the warming center night-by-night to invest in rapid rehousing strategies to move homeless people to permanent housing. Projects that converted from transitional housing to permanent housing include Alameda County Jobs & Housing Linkages program and BOSS's Pacheco Court (148 and 18 beds respectively). There is no evidence to suggest that the reduced shelter capacity discussed above correlated to increased estimates in the numbers of unsheltered homeless people.

Homelessness may have remained flat due in part to the lagging effects of the Great Recession, the county's low vacancy rates, a tight and expensive rental market, and new system-level changes that were not fully implemented in 2014.

Within sub-populations of homeless people, the 2015 Point In Time data and other data sources suggest recent decreases in sub-populations for whom the community has invested resources and efforts.

The estimated number of veterans is down from 492 in 2013 to 388 in 2015. This suggests a true decline in the number of veterans related to $1.25 million annually of new Supportive Services for Veteran Families (SSVF) programs in Alameda County with outreach and rapid rehousing resources that became operational between the two counts. Four SSVF programs exited over 350 people to permanent housing in 2014 (see Attachment A).

The estimated number of unsheltered families remains low at 47 families in 2015 as compared to 42 families in 2013. During this same period the Housing Inventory Chart (HIC) indicates that the system reduced by 345 the number of emergency and transitional housing beds available for homeless families. Capacity was switched to permanent housing in some cases and to serve single adults in others. The number of sheltered homeless families dropped from 420 in 2013 to 277 in 2015. The homeless count field work did not generate evidence that the drop in sheltered families corresponded to an increase in unsheltered families. With an estimated fewer than 50 unsheltered families, achieving functional zero for families is within reach. Continued improvements in the rate of exiting families from shelters or transitional housing to permanent housing and/or reducing lengths of stay by more quickly moving from shelter or transitional housing to permanent housing would create vacant beds that could be prioritized for unsheltered homeless families.

The estimated number of chronically homeless families remains low at 29 families. The low number suggests that functional zero may be within reach and achievable for this group as well. Nineteen of the 29 chronically homeless families are sheltered, suggesting that the system performance improvements noted above and a registry and prioritization to serve this population could assist in reaching functional zero.

The estimated number of chronically homeless individuals is down from 931 in 2013 to 660 in 2015. This year's survey utilized HUD's recommended questions for ascertaining who in the

population should be categorized as chronically homeless. Lower numbers could be due in part to this definitional change. It is also true that since the 2013 count, permanent supportive housing projects such as AC Impact have fully leased up. Conversion of the Henry Robinson Transitional Housing from serving families to singles has added capacity for individuals, including chronically homeless individuals. Other PSH projects across the county have begun implementing prioritization for high need, chronically homeless individuals. Cities and County departments have invested in expanded outreach to this population. These results suggest a true decline in chronic homelessness related to aforementioned investments and results.

Measure 4 – Employment and Income Growth for Homeless People

This measure and its metrics incorporate data not previously reported in Alameda County. The first two metrics include all adults served by the system, both those who remained in services at the end of the year and those who exited. Previous local reports measured outcomes related to income for those who had exited programs only, and excluded those who stayed. While the system will be accountable for all four metrics, individual programs are anticipated to be accountable to two out of the four: either the two employment income metrics or the two non-employment cash income metrics, depending on the primary populations served. In the experience of providers, successful income growth can undergird exits to permanent housing and lower rates of returns to homelessness.

Metric: 4.1 Change in employment income for all adults served

This metric measures the portion of all adults served in the program over the year who either:

- retained employment income and increased the amount at follow-up or exit, OR
- did not have employment income at entry and gained it at follow-up or exit.

Metric: 4.2 Change in non-employment cash income for all adults served

This metric measures the portion of all adults served in the program over the year who either:

- retained non-employment cash income and increased the amount at follow-up or exit, OR
- did not have non-employment cash income at entry and gained it at follow-up or exit.

Metric: 4.3 Change in employment income from entry to exit for leavers

This metric measures the portion of all adults who exited the program over the year and are not currently being served who either:

- retained employment income and increased the amount at exit, OR
- did not have employment income at entry and gained it at exit.

Metric: 4.4 Change in non-employment cash income from entry to exit for leavers

This metric measures the portion of all adults who exited the program over the year and are not currently being served who either:

- retained non-employment cash income and increased the amount at exit, OR

- did not have non-employment cash income at entry and gained it at exit.

No systemwide or sector-specific data is included for this measure because much of the data were unclean or unreliable at the time extractions were being made. The data included below is from the only HUD-funded employment services program.

Project	Meas 4.1 Change in employment (gain or increase employment $) for all clients	Meas 4.2 Change in non-employment cash income (gain or increase non-employment $) for all clients	Meas 4.3 Change in employment (gain or increase employment $) for people who exited	Meas 4.4 Change in non-employment cash income (gain or increase non-employment $) for people who exited
Systemwide	TBD	TBD	TBD	TBD
RUBE	25%	N/A	33%	N/A

Figure 3 Source: Annual Performance Report for RUBE, 2014 Alameda County.

Measure 5 – People Who Become Homeless For The First Time

Metric: 5.1 Change in the number of homeless people in shelter and transitional housing projects with no enrollments in HMIS during the previous 24 months

Metric: 5.2 Change in the number of homeless people in shelter, transitional housing, and permanent housing with no enrollments in HMIS during the previous 24 months

There is no report currently available to generate this data or a reasonable proxy of these metrics. Alameda County has not previously measured the number of people who become homeless for the first time in a 24 month period. The HMIS software vendor is developing a report that will enable the CoC to report on this measure in future years.

Measure 6 – Homelessness Prevention And Housing Placement For Families With Children And Youth Defined As Homeless Under Other Federal Laws

Currently, no communities nationally have HUD's permission to serve populations defined as homeless under other federal laws, so this measure does not apply to any of our programs or to our system as a whole. However, Alameda County does operate prevention programs that serve this population. EveryOne Home's Performance Management Committee will decide whether performance evaluation will occur for prevention programs, and if so, by which measures and metrics.

Measure 7 – Permanent Housing Access

This measure and its metrics, especially change in exits to permanent housing destinations (7b1), are most familiar to the community and have been consistently reported for the system, system sectors, and individual providers since 2010. Successful placement from streets outreach (7a) and change in exits to or retention of permanent housing (7b2) are variations of similar measures previously used in Alameda County.

Measure 7a – Successful Placement from Streets Outreach

Metric 7a1: Change in placements to Shelter, Transitional Housing, Rapid Rehousing, or Permanent Supportive Housing from Street Outreach

	Rate Of Successful Exit To ES, TH, Institutions, Other Temp Settings, PH	Leavers	Leavers with Successful Exits from Street Outreach
Outreach	59%	599	354

Figure 4 **Source: Annual Performance Report for Outreach, 2014 Alameda County.**

With this metric, HUD is articulating the expectation that outreach services move people off the street and into temporary or long-term housing. This is the only measure applicable to Street Outreach programs besides the systemwide measures. As a new measure, there is no comparison to prior year's performance. The performance of individual outreach programs can be found in Attachment A, page 17.

Measure 7b – Successful Placement In or Retention of Permanent Housing

Metric 7b1: Change in exits to permanent housing destinations

	Rate Of Exit To PH	Total People Exiting To PH
Systemwide	51%	2,303
ES	32%	663
TH	73%	584
RRH	68%	524

Figure 5 Source: Annual Performance Report run systemwide and by sector, 2014 Alameda County.

Over half of all people exiting homeless services in 2014 successfully exited to permanent housing destinations. Although a different report than in 2010-2013 was used to extract this information, the exit data are consistent between report types. This exit rate to Permanent Housing is the highest recorded since 2010.

The increases in the countywide rate may be influenced by the new Supportive Services for Veteran Families (SSVF) programs brought on in 2014, which increased the service capacity and the amount of Rapid Rehousing resources available for that population. In addition, programs that have shortened their lengths of stay have consequently increased the annual capacity of their programs.

- Emergency shelters and rapid rehousing programs saw a decrease in the rate of exits to Permanent Housing. Providers report that inflated rents and competitive rental market conditions are diminishing their ability to help people obtain housing.
- Transitional housing programs, which have longer lengths of stay, had an increase in rate of exits to Permanent Housing. The rate of exits to Permanent Housing from Transitional Housing is 73%.
- Rapid Rehousing programs in Alameda County enroll people at different points in their housing search process. These differences can impact the rates of successful housing exits. For example, SSVF programs enroll people during the outreach and engagement process before final eligibility for rental assistance is determined, and thereby have a larger portion of participants who do not exit to housing. Other programs enroll people at the point they are ready to move into housing and about to begin utilizing financial assistance for rent, resulting in higher success rates.

The rate of exit to Permanent Housing for individual programs in these sectors is found in Attachment A, page 17.

Metric 7b2: Change in exits to or retention of permanent housing

This metric combines two previously utilized measures: retention in Permanent Supportive Housing and successful exits from PSH to other Permanent or Permanent Supportive Housing. The 2014 data confirm the consistently high rates of success in permanent housing programs. The outcomes below also include data for the "Supportive Services Only, tied to Permanent Housing" projects.

	Rate of successful exits to or retention of permanent housing	Stayers	Leavers To PH >90 days	Leavers to PH ≤90 days	Total persons served
PSH & SSO-Perm	87%	2,726	191	31	3,381
PSH	96%	2,163	98	1	2,345
SSO-Perm	80%	1,377	148	30	1,938

Figure 6 Source: Annual Performance Report, 2014 Alameda County

SSO-Tied to Permanent Housing projects had a higher proportion of exits to Transitional Housing (163 people), followed by exits to "unknown" or "missing information" (78 people), both of which lower the rate of successful exits to or retention of Permanent Housing.

For a listing of PSH projects in Alameda County and their occupancy rates, see Attachment A, beginning on page 17.

System Changes Intended To Support Improved Outcomes

In the *EveryOne Home Plan,* Measuring Outcomes and Reporting Success is one of the core strategies for ending homelessness. The Plan asserts that having outcome measures for individual programs and the system as a whole, to which the Continuum holds itself accountable, is essential to understanding its progress toward the ultimate outcome of ending homelessness. The results help continuums understand what works. They shape investments and the direction of system changes being undertaken. As the system evolves to improve its outcomes, Alameda County is assessing whether the changes made are achieving the intended results and refining efforts where needed.

2014 was a year oriented around system changes intended to accelerate the pace at which Alameda County would be reducing and ending homelessness. Results from the 2013 Point In Time Homeless Count indicated a steady reduction in the county's total homeless population, 16% over the course of a decade, with more substantial reductions in family and chronic homelessness. At that rate of change, however, it would take another 50 years to end homelessness in Alameda County. Similarly, the 2013 Outcomes Progress Report indicated steady but small improvements to the numbers and proportion of persons exiting the system to Permanent Housing, but again, not at rates that would get the county to "functional zero" by 2020. The community knew it could do better.

Several new initiatives emerged from a 2014 community planning process to redesign the system of care for more impact. These initiatives are described below, along with the outcomes they intend to support and the status of their implementation through June 2015.

1. **Continue to expand Rapid Rehousing to create fast-track access to and increase retention of Permanent Housing.**

System data indicated that 40-50% of persons who lose their housing each year could quickly return to Permanent Housing with Rapid Rehousing assistance, which includes assistance with locating housing, negotiating with landlords, short to medium term rental assistance, and housing stabilization services after move-in. The average length of stay in Rapid Rehousing programs was under four months, and fewer than 10% of households served returned to homelessness within twelve months. System performance that could be impacted by the expansion of Rapid Rehousing includes:

- **Measure 1—**Reducing the length of time people spend homeless
- **Measure 2—**Reducing the numbers of people who return to homelessness

- **Measure 7b—**Increasing the numbers and proportion of people who exit to Permanent Housing
- Rapid exits to Permanent Housing would also free up emergency beds in the system leaving fewer people without shelter.

In 2014, Rapid Rehousing capacity was added through five means. The Alameda County Jobs and Housing Linkages Program (one of the larger scattered-site transitional housing projects) converted to Rapid Rehousing, doubling its annual capacity to approximately 100 households from the 45 it served as Transitional Housing. Alameda County was awarded a Priority 1 grant from the Veterans Administration, bringing the total of Rapid Rehousing resources for veterans to over $1.25 million annually. The State and the Board of Supervisors awarded CalWORKS and Boomerang Rapid Rehousing funds respectively in 2014, and approximately $2 million in contracts were executed in early 2015. Finally, the North County Family Rapid Rehousing Collaborative is expected to begin serving approximately 30 families per year starting July 2015.

2. Target housing resources to people who have the most complex needs and are least likely to obtain Permanent Housing on their own with a single waitlist for Permanent Supportive Housing.

Permanent Supportive Housing helps 96% of those served retain their housing or exit to other Permanent Housing. Centralizing and prioritizing access to Permanent Supportive Housing ensures that the most vulnerable among the homeless receive the most expensive resource. It is also intended to help them navigate the complex road to housing more quickly and successfully. This strategy is a major component of Alameda County's effort to get chronic homelessness to "functional zero" by the end of 2016. System performance that could be impacted by utilizing a single centralized and prioritized waitlist for all PSH includes:

- **Measure 1—**Reducing the length of time people spend homeless
- **Measure 2—**Reducing the numbers of people who return to homelessness
- **Measure 7b—**Increasing the numbers and proportion of people who exit to permanent housing

Home Stretch, Alameda County's effort to streamline access to Permanent Supportive Housing, launched in late 2013 but ran into implementation challenges, including resolving the perceived conflict between prioritizing based on vulnerability and complying with fair housing requirements for managing waitlists. In July 2014 HUD issued guidance on how communities could move forward with prioritization. That information, coupled with a clear mandate from the community planning process, reinvigorated the Home Stretch project team. They are currently working to select a database that will serve as a central registry of all homeless, disabled people in the County, utilize assessment scores and other indicators to prioritize people for housing and services, and match the most vulnerable with housing navigators who will work with them to secure stable housing. Home Stretch anticipates re-launching in early 2016.

3. **Provide the fastest access and best match to the appropriate housing resource by reestablishing the regional Housing Resource Center (HRC) model as the Coordinated Entry System.**

These Housing Resource Centers, first implemented in 2010 with the Homeless Prevention and Rapid Rehousing Program, will be reinstated and modified to become regional hubs for addressing the housing and services needs of people without homes. These centralized intake and assessment centers will be designed to match people with the right resources including homeless diversion, Emergency Shelter, Rapid Rehousing, and Permanent Supportive Housing. Outreach workers will be connected to the regional centers so that intakes and assessments can be conducted in the field for persons unlikely to come to the center for help. Case management will follow individuals and families, regardless of where they are staying, until they are housed. Once fully implemented, the various components of the HRCs should improve system outcomes in the following ways:

A. Diversion services to help people stabilize their housing without finding themselves on the streets or needing to enter shelters. System data indicate that as many as 25% of the people who enter our system annually could avoid homelessness with good diversion services in place.

- **Measure 2 -** Reduce returns to homelessness
- **Measure 5 -** Reduce the number of people who become homeless for the first time

B. Coordinated Intake and Assessment would streamline people's access to the resources that best meet their needs and

- **Measure 1 -** Reduce the amount of time people spend homeless
  Measure 2 - Reduce returns to homelessness

C. Regional mobile housing navigation services that are delivered to persons on the streets and/or in shelters and transitional housing, ensuring continuity and expediency of care throughout the course of homelessness.

- **Measure 1 -** Reduce the amount of time people spend homeless
- **Measure 7a -** Increase exits from the streets to interim or permanent housing
- **Measure 7b -** Increase exits from interim housing to permanent housing

This model is closest to full implementation in Berkeley, where stakeholders have planned a coordinated entry system and are aligning contracts and funding to support it, with the launch projected for January 2016. New county-controlled Rapid Rehousing funds (discussed above) are expected to support the creation of Housing Resource Centers in other regions of the county as early as 2016.

Expanded and refocused outreach services across the county can be integrated into centers as they come online; in the meantime, existing services are concentrating on increasing the numbers of people who move to interim and permanent housing from the streets. Albany, Emeryville, Oakland, Alameda, San Leandro, Livermore, and Hayward have all funded

expansions in street outreach over this last winter. Funders such as Behavioral Health Care Services have refocused outreach contracts to include housing navigation activities.

Finally, system redesign assumes that if fewer people become homeless or return to homelessness each year and if more people exit to Permanent Housing, fewer people will be homeless at a given point in time impacting

- **Measure 3—Reducing the number of people who are homeless** and bringing the community closer to achieving a Point in Time Count of "Functional Zero**"**

As implementation of these and other system changes continue, the community must also ensure that it can assess their effectiveness in accelerating outcomes and refine these initiatives as needed.

Attachment A: Program Performance

Metric 7a1: Change in placements to shelter, transitional housing, rapid rehousing, or permanent supportive housing from street outreach

Project	Rate Of Successful Exit To ES, TH, Institutions, Other Temp Settings, PH	Leavers	Leavers with Successful Exits from Street Outreach
ABHP	58%	143	83
ODMO	73%	214	156
BOCO	92%	64	59
BHAO	100%	27	27
SHCA	No exits	0	0
	Total:	448	325

Figure 7 **Source: Annual Performance Reports for Outreach Projects, 2014 Alameda County.**

Metric 7b1: Change in exits to permanent housing destinations

ES Projects	People Exiting To PH	Total Exits	% People Leaving To PH	Of People Leaving To PH, % To PH ≤90 Days	Point In Time Occupancy
BOCM	0	0			33%
BHEC	7	93	8%	100%	100%
CHES	7	68	10%	71%	78%
YEES	12	62	19%	42%	92%
BHMO	74	340	22%	76%	100%
EORC	19	74	26%	79%	80%
BFMW	44	132	33%	41%	96%
SMWS	32	95	34%	66%	100%
EOES	144	407	35%	53%	97%
BOHH	69	189	37%	64%	94%
BFSL	61	162	38%	56%	77%
BHDW	106	274	39%	81%	94%
BOSC	24	60	40%	50%	88%
ABSV	81	174	47%	26%	92%
FELM	41	80	51%	78%	88%
Total:	721	2210			

Figure 8 **Source: Annual Performance Report for Emergency Shelter projects 2014 and Housing Inventory Chart 2015, Alameda County.**

TH Projects	People Exiting to PH	Total exiting	% of People Exiting To PH	Of People Exiting To PH, % To PH ≤90 Days	Point In Time Occupancy
ABPP[1]	1	23	4%	0%	N/A
EOVA	18	54	33%	61%	53%
BFBC	11	27	41%	0%	86%
APDH	6	13	46%	0%	100%
ODHD	32	69	46%	25%	100%
BHVA	9	17	53%	11%	92%
CHRP	9	16	56%	22%	100%
FFTP	10	17	59%	20%	94%
BOSF	20	33	61%	10%	103%
BAHF	76	121	63%	24%	99%
BOHF	29	44	66%	59%	65%
ABPI	20	29	69%	0%	132%
BORP	15	21	71%	20%	100%
BOMC	6	8	75%	0%	62%
FEBY	36	47	77%	11%	96%
BOSH	10	13	77%	0%	89%
ODDC	39	49	80%	15%	99%
ODAS	4	5	80%	0%	71%
BHTH	21	26	81%	24%	97%
OHYC	34	42	81%	15%	N/A
WDBH	12	14	86%	25%	33%
EOOH	13	15	87%	15%	100%
FPFP[2]	78	87	90%	6%	101%
BOHS	13	14	93%	0%	59%
ABHS	11	11	100%	0%	47%
EOFT	40	40	100%	13%	106%
EOMC	45	45	100%	7%	100%
Total:	618	900			

Figure 9 Source: Annual Performance Report for Transitional Housing projects 2014 and Housing Inventory Chart 2015, Alameda County.

[1] Project serves foster care young adults who may not be homeless and where some may exit intentionally to transitional housing. Performance Management Committee will decide whether these type of programs should be included in this report in future years.

[2] Ibid

Project	People Exiting To PH	Total People Exiting	% Of People Exiting To PH	Of People Exiting To PH, % To PH ≤90 Days
RUBE	114	234	49%	30%

Figure 10 **Source: Annual Performance Report for RUBE, 2014 Alameda County.**

RRH Projects	Leavers To PH	Total Leavers	% Leavers To PH	Of Leavers To PH, % To PH ≤90 Days
EOGR	1	3	33%	0%
EBVR	51	124	41%	20%
ABVR	104	173	60%	20%
EOVR	106	170	62%	75%
STVR	105	149	70%	93%
ABSR	30	35	86%	7%
BHGR	6	7	86%	17%
CBGR	70	75	93%	49%
SMGR	41	41	100%	5%
BFGR		0		
FEGR		0		
Totals:	514	777		

Figure 11 **Source: Annual Performance Report for Rapid Rehousing projects, 2014 Alameda County.**

Metric 7b2: Change in exits to or retention of permanent housing

PSH Projects	Point In Time Occupancy (Persons)	Total Capacity (Persons)	Point In Time Occupancy (%)
Abode Services Bridgeway SHP	24	24	100%
Abode Services Hope Housing S+C	23	23	100%
Abode Services Lorenzo Creek	24	24	100%
Abode Services OPRI BHCS	21	19	111%
Abode Services OPRI Encampment	34	38	89%
Abode Services ORPI Re-Entry	45	39	115%
Abode Services OPRI SHP	31	30	103%
Abode Services STAY Well Housing	37	37	100%
Abode Services/Allied Housing Mission Bell	6	6	100%
Abode Services/Allied Housing/SAHA Carmen Ave	18	15	120%
Abode Services/Mid Pen Housing Main Street Village	100	95	105%

Alameda County HCD/Bonita House S+C HOST	36	36	100%
Alameda County HCD/East Bay Community Recovery Project FACT	27	27	100%
Alameda County HCD/HCEB NSP Plaza and Thrush	6	6	100%
Alameda County Housing & Community Dev. AC Impact	40	50	80%
Alameda County Housing & Community Dev. S+C PRA	44	46	96%
Alameda County Housing & Community Dev. SRA	119	103	116%
Alameda County Housing & Community Dev. SRO	59	59	100%
Alameda County Housing & Community Dev. TRA	593	432	137%
Alameda Point Collaborative HOPWA	24	36	67%
Alameda Point Collaborative Miramar	23	26	88%
Alameda Point Collaborative NS Perm Other	83	84	99%
Alameda Point Collaborative SHP Perm APP	112	124	90%
Alameda Point Collaborative Spirit of Hope 1	25	29	86%
Alpha Project for the Homeless C.L. Dellums Apts	70	72	97%
AMCAL Brookefield and MacArthur Apts	20	20	100%
Berkeley Food & Housing Project Russell Street Residence	19	21	90%
Bonita House Channing Way	4	4	100%
Building Futures with Woman & Children Bessie Coleman Court	28	32	88%
City Of Berkeley COACH	40	33	121%
City of Berkeley RCD-SRA	14	13	108%
City of Berkeley S+C Bonita House SRA	14	12	117%
City of Berkeley S+C HOAP	16	12	133%
City of Berkeley S+C TRA	205	179	115%
City of Berkeley Square One	12	11	109%
City Of Emeryville/HCEB Magnolia Terrace	2	2	100%
City Of Emeryville/TCD Ambassador Housing	2	2	100%
EAH Housing Cathedral Gardens	5	5	100%
EBALDC California Hotel HOPWA	5	5	100%
EBALDC California Hotel MHSA	15	15	100%
Eden Housing Cottonwood MHSA	9	10	90%
FESCO 3rd Street Apartments	12	12	100%
RCD/Abode Services Regent Street	6	6	100%
Resources for Community Development Concord House	10	10	100%
Satellite Affordable Housing Associates Peter Babcock	5	5	100%
St. Mary's Center Closer to Home Seniors	6	6	100%
Yvette A Flunder Foundation Walker House	6	6	100%
Totals:	2079	1901	

Figure 12 Source: Annual Performance Report for Permanent Supportive Housing projects 2014 and Housing Inventory Chart 2015, Alameda County.

Attachment B: Performance Measures

Federal Performance Measures[3]

Measure 1: Length of Time Persons Remain Homeless

1.1 Average and median length of time persons homeless in ES

1.2 Average and median length of time persons homeless in ES and TH

Measure 2: Return to Homelessness

Measure 2a: Extent To Which Persons Who Exit Homelessness To Permanent Housing Destinations Return to Homelessness Within 6-12 Months

2a1. Returns to ES and TH Projects after exits to PH destinations

2a2. Returns to ES, TH, and PH destinations after exits to PH destinations

Measure 2b: Extent To Which Persons Who Exit Homelessness To Permanent Housing Destinations Return to Homelessness Within 2 Years

2b1. Returns to ES and TH Projects after exits to PH destinations

2b2. Returns to ES, TH, and PH destinations after exits to PH destinations

Measure 3: Number of Homeless Persons

3.1 Change in PIT counts of sheltered and unsheltered homeless persons

3.2 Change in annual counts of sheltered homeless persons in HMIS

Measure 4: Employment And Income Growth For Homeless Persons In CoC Program-funded Projects

4.1 Change in employment income during the reporting period

4.2 Change in non-employment cash income during the reporting period

4.3 Change in employment income from entry to exit for system leavers

4.4 Change in non-employment cash income from entry to exit for system leavers

Measure 5: Number Of Persons Who Become Homeless For The First Time

5.1 Change in the number of homeless person in ES and TH projects with no prior enrollment in HMIS

5.2 Change in the number of homeless person in ES, TH, and PH projects with no prior enrollment in HMIS

Measure 6: Homelessness Prevention and Housing Placement of Persons Defined By Category 3 of HUD's Homeless Definition in CoC Programs-funded Projects

Not applicable – only for communities designated as "high-performing communities".

Measure 7: Successful Exits

Measure 7a: Successful Placement From Street Outreach

7a1. Change in placements to ES, TH, or PH

Measure 7b: Successful Placement In or Retention of Permanent Housing

7b1. Change in exits to permanent housing destinations from ES, TH, and RRH

7b2. Change in exits to or retention of permanent housing for all PH except RR

[3] For more information, see https://www.hudexchange.info/resources/documents/System-Performance-Measures-Introductory-Guide.pdf.

Applicability By Measure to System, Sector, And Programs

Cohort	Meas 1	Meas 2	Meas 3	Meas 4	Meas 5	Meas 7a	Meas 7b1	Meas 7b2
	LOS in homeless programs	RTH 6, 12, 24 mos	Number sheltered unshelt from PIT	Employ-ment, other cash income	First time homeless	Success-ful exits from Street Outreach	Exits to PH	Exits to or retention of PH
Report Same Report Source as 2013	Yes	Yes	Yes	No	No	No	No	No
Systemwide		C	F - from PIT	F			C	
ES Sector	F	F	F – from PIT		F		F	
TH Sector	F	F	F – from PIT	F	F		F	
PSH Sector		F		F	F			F
RRH Sector	C	F			F		F	
Outreach Sector				F		F		
Employment Sector				C			C	
SOCM-Perm Sector								C
Prevention Sector[4]								
DIC Sector[5]								
SOCM-Other Sector[6]								
Program Level Within Sector						C	C	

Legend:
F = Federal Performance Measure by Sector
C = Community Measure historically
Blank cells = not included in the 2014 Achieving Outcomes Report

[4] Applicable measures to be determined for this and/or future reporting years.
[5] The Drop-In Center Sector is not reported by sector or program as in previous years, but is included in the systemwide data for measures 2 and 7b, and will be included in measure 4 in future years.
[6] Ibid for SOCM-Tied to Other Housing

Attachment C: Report Contributors

EveryOne Home would like to thank all entities and individuals who assisted with making this report possible. In addition to those noted at the beginning of this report, we would like to include:

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Agencies and Jurisdictions Using the
InHOUSE HMIS System

Abode Services
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Alameda Co. Network of Mental Health Clients
Alameda Point Collaborative
Anka Behavioral Health, Inc.
Bay Area Community Services
Behavioral Healthcare Services, Housing Services
Berkeley Food & Housing Project
Bonita House, Inc.
Building Opportunities for Self-Sufficiency
Building Futures with Women and Children
City of Alameda
City of Berkeley
City of Fremont
City of Hayward
City Of Newark
City of Oakland
City of San Leandro
Covenant House
Davis Street Family Resource Center
East Bay Community Law Center
East Bay Community Recovery Program
East Oakland Community Project
Family Emergency Shelter Coalition
First Place Fund for Youth
Fred Finch Youth Center
Goodwill Industries, Inc.
Homeless Action Center
LifeLong Medical Care
Lutheran Social Services of Northern California
Oakland Homeless Families Program
Operation Dignity
Options Recovery Services
Rubicon Programs
Satellite Affordable Housing Associates
Second Chance
South Hayward Parish Hayward CAN
St. Mary's Center
Swords to Plowshares
Youth Engagement, Advocacy, and Housing (YEAH!)
Yvette A. Flunder Foundation
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Attachment D: Program Abbreviations and Data Contributors

In Attachment A and in some areas of the report, tables and charts use abbreviations to identify the achievements of specific programs within that sector (Emergency Shelters, Transitional Housing, Rapid Rehousing, Outreach, and Employment Programs). Program names are identified in the report using the four-letter abbreviations noted in the tables below. The first two letters represent the agency, the second two represent the program.

Other sectors do not have abbreviated program names within the report or do not have program-level data reported. Following the tables showing the program abbreviations is a list showing which program data is included even though not cited by individual program.

Emergency Shelters

Abbreviation	Program Name
ABSV	Abode Services Sunrise Village
BHDW	Berkeley Food and Housing Project Dwight Way Shelter
BHEC	Berkeley Food and Housing Project Men's Overnight Shelter Emergency Cots
BHMO	Berkeley Food and Housing Project Men's Overnight Shelter
BOHH	BOSS Harrison House Shelter
BOSC	BOSS South County Homeless Project
BFMW	Building Futures with Women and Children Midway Shelter
BFSL	Building Futures with Women and Children San Leandro Shelter
BOCM	BOSS Casa Maria
CHES	Covenant House Emergency Shelter
EOES	East Oakland Community Project Crossroads Emergency Shelter
EORC	East Oakland Community Project Respite Care
FELM	FESCO Les Marquis Emergency Shelter
SMWS	St. Mary's Center Winter Shelter
YEES	YEAH! Emergency Shelter

Transitional Housing

Abbreviation	Program Name
ABHS	Abode Services Housing Scholarship
ABPI	Abode Services Project Independence
ABPP	Abode Services Project Independence Plus
APDH	Alameda Point Collaborative Dignity Housing West
BAHF	Bay Area Community Services Housing Fast Support Network
BFBC	Building Futures with Women and Children Bessie Coleman Court *– listed in past years as APBC. Building Futures with Woman and Children is the service provider agency.*
BHTH	Berkeley Food and Housing Project Transitional House *– includes BHIH in occupancy and all outcomes.*
BHVA	Berkeley Food and Housing Project VA Transitional Housing
BOHF	BOSS Harrison House Family Transitional Housing
BOHS	BOSS Housing Stabilization
BOMC	BOSS McKinley House
BORP	BOSS Rosa Parks House
BOSF	BOSS Sankofa House
BOSH	BOSS South County Sober Housing
CHRP	Covenant House Rites of Passage
EOFT	East Oakland Community Project Families In Transition
EOMC	East Oakland Community Project Matilda Cleveland
EOOH	East Oakland Community Project Our House
EOVA	East Oakland Community Project SSP VA
FEBY	FESCO Banyan House
FPFP	First Place For Youth My First Place
FFTP	Fred Finch Turning Point
ODAS	Operation Dignity Ashby House
ODHD	Operation Dignity House of Dignity
ODDC	Operation Dignity Dignity Commons
OHYC	Oakland Homeless Youth Collaborative
WDBH	Womens Daytime Dropin Center Bridget House

Rapid Rehousing

Abbreviation	Program Name
ABSR	Abode Services Sunrise Village Rapid Rehousing
ABVR	Abode Services SSVF Category 2 and 3 Rapid Rehousing
BFGR	Building Futures with Women and Children Emergency Solutions Grant Rapid Rehousing
BHGR	Berkeley Food and Housing Project Emergency Solutions Grant Rapid Rehousing Urban
CBGR	City of Berkeley Emergency Solutions Grant Rapid Rehousing
EBVR	East Bay Community Recovery Project SSVF Rapid Rehousing
EOGR	East Oakland Community Project Emergency Solutions Grant Rapid Rehousing
EOVR	East Oakland Community Project SSVF Rapid Rehousing
FEGR	FESCO Emergency Solutions Grant Rapid Rehousing Urban
SMGR	Saint Mary's Center Emergency Solutions Grant Rapid Rehousing
STVR	Swords To Plowshares SSVF Rapid Rehousing

Outreach

Abbreviation	Program Name
ABHP	Abode Services HOPE Project
ODMO	Operation Dignity Mobile Outreach - *includes OD's SSVF Outreach and Season of Sharing.*

Employment

Abbreviation	Program Name
RUBE	Rubicon Berkeley Employment Program

The sectors below do not have abbreviated program names within the report. The programs listed below the sector heading denote the programs whose data contributes to the sectors' and system performance.

Drop-In Centers

- Berkeley Food and Housing Project Multi-Service Center
- BOSS MASC Multi-Agency Service Center
- Alameda County Network of Mental Health Clients Berkeley Drop-In Center
- Womens Daytime Dropin Center Drop-In Center

Services Only–Case Management

- St. Mary's Center Case Management

Prevention

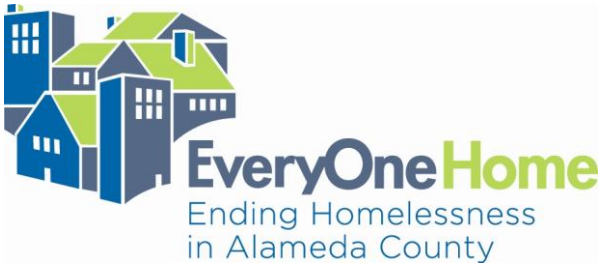
- Abode Services SSVF Category 1 Prevention
- Building Futures with Women and Children Emergency Solutions Grant Prevention
- Berkeley Food and Housing Project Emergency Solutions Grant Prevention Urban
- Berkeley Food and Housing Project SSVF Prevention
- City of Berkeley Emergency Solutions Grant Prevention
- East Bay Community Recovery Project SSVF Prevention
- East Bay Community Law Center Eviction Defense
- East Oakland Community Project SSVF Prevention
- FFESCO Emergency Solutions Grant Prevention Urban
- St. Mary's Center SSVF Prevention
- Swords To Plowshares SSVF Prevention

Permanent Supportive Housing

- Abode Services: AC Impact, Bridgeway Permanent Supportive Housing, Carmen Avenue, Concord House, HOPE Housing, Lorenzo Creek S+C and SHP, Main Street Village, OPRI BHCS, OPRI Encampment, OPRI Re-Entry, OPRI S+C, OPRI SHP, STAY Well Housing
- Alameda County Housing and Community Development: S+C PRA, SRA, SRO, and TRA
- Alameda Point Collaborative: Non-Subsidized, Miramar, OS Section 8, Unity Village, Perm APP, Spirit of Hope 1
- Berkeley Food and Housing Project: Russell Street Residence
- Bonita House: HOST, Channing Way
- BOSS: Peter Babcock House, Regent Street
- City of Berkeley Shelter + Care Alameda City Collaborative, Bonita House SRA, COACH, HOAP, RCD-SRA, TRA, Square One
- East Bay Community Recovery Project: FACT
- FESCO: 3rd Street Apartments
- St. Mary's Center: Closer to Home Seniors
- Yvette A. Flunder Foundation Walker House

Services Only – Tied to Permanent Housing

- Abode Services: RISE Project
- Alameda Point Collaborative: Service Center
- BOSS: RISE Project
- LifeLong Medical Care: Erna P. Harris Court, OPRI BHCS, OPRI Case Management, Coach, City of Berkeley S+C, MLK House, Project Respect (AB, HGH, and Summit), SHP Dellums Apts, SHP GA, SHP Hamilton Apts, SHP Harrison Hotel, SHP Oaks Hotel, Square One, UA Homes
- Second Chance: RISE Project


EveryOneHome
Ending Homelessness
in Alameda County