



Progress Report on **The Road Home**

**The Five-Year
Strategic Plan to Prevent and
Respond to Homelessness in
Alameda**





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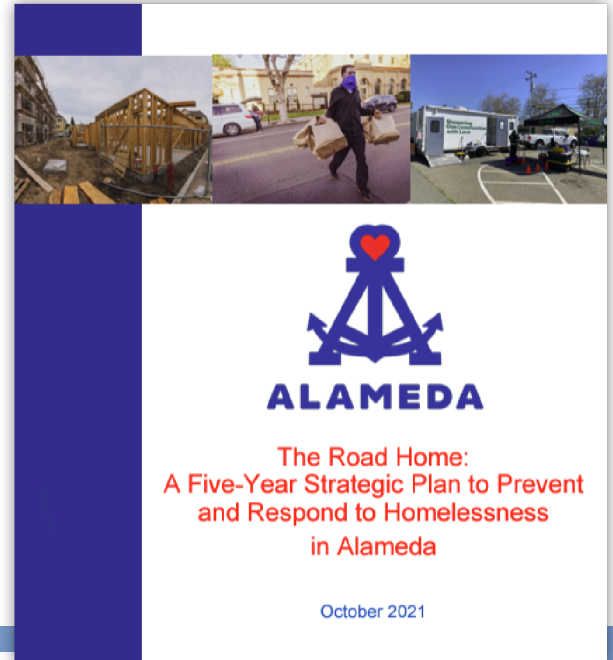
Overview of The Road Home



In October 2021, the City of Alameda adopted The Road Home: A Five-Year Strategic Plan to Prevent and Respond to Homelessness in Alameda ("The Road Home").

Identified causes of housing instability and homelessness

- Lack of affordable housing
- Shortage of rental housing and increasing demand for rentals
- Low wages and financial insecurity
- High cost of living and housing cost-burden
- Incomplete kitchen or plumbing facilities in housing
- Overcrowded households
- Discriminatory housing policies
- Stigma against those with mental health issues
- Barriers to housing for large families, people with disabilities, and seniors
- Hardships related to the COVID-19 pandemic



Primary challenges and needs to prevent and end homelessness

- Develop Policies and Opportunities to Increase Affordable Housing
- Provide Flexible and Accessible Financial Resources
- Utilize Housing-Focused, Low-Barrier Shelter and Services
- Enhance Supportive Services to Maintain Housing Retention
- Expand Local Data Collection
- Ensure Funding is Sustainable and Leveraged
- Improve Communication, Coordination, and Transparency

Goal 1: Secure a Housing Future for All Alamedans	Strategy 1.1: Assess and use available public and private land for housing.
	Strategy 1.2: Protect and expand affordable housing through local policy.
	Strategy 1.3: Coordinate short- and long-term housing solutions with the county and neighboring cities.
Goal 2: Increase Access to Homeless Emergency Response Services	Strategy 2.1: Develop flexible resources for diversion, prevention, and housing retention.
	Strategy 2.2: Provide low-barrier, temporary housing solutions.
	Strategy 2.3: Expand outreach and supportive services to unsheltered households.
Goal 3: Mobilize the Citywide Response to Homelessness	Strategy 3.1: Engage the community on the regional crisis of homelessness.
	Strategy 3.2: Strengthen the homeless response system infrastructure.
	Strategy 3.3: Ensure ongoing supportive services funding for assisted households.

Mission

- Prevent and reduce first-time homelessness
- Recognize and address disparities for individuals experiencing homelessness
- Reduce chronic homelessness
- Shorten the period of time an individual or household remains homeless, and
- Decrease returns to homelessness

The Road Home
Goals, Strategies,
and Actions

Summary of Progress

In the three years since The Road Home was adopted, the City made progress in almost every goal and strategy.

Goal 1: Secure a Housing Future for All Alamedans

Strategy



Assess and use available public and private land for housing

This strategy focuses on how to leverage City policies and planning for the development of affordable housing. Since initiating The Road Home, the City adopted the Alameda General Plan 2040 (“General Plan”). The General Plan was adopted in November 2021 and amended in June 2022. All cities and counties in California are required to adopt a comprehensive, long-range, internally consistent plan for future development and conservation of the community. As part of the General Plan, the City has also adopted the 2023-2031 Housing Element (“Housing Element”). The Housing Element is the City’s blueprint for how and when the community will meet the housing needs of current and future members of the community, including people experiencing or at risk of homelessness.

As part of developing and adopting the General Plan and the Housing Element, the City accomplished several action items in The Road Home, including conducting an inventory of unused, underutilized, and available properties and identifying the most suitable sites for rehabilitation or development of permanent housing.



Number of People Housed by Dignity Village since Opening:

94

Number of Units in the Affordable Housing Pipeline:

1,300



The most significant need identified in The Road Home was the need for more affordable housing. There were 596 affordable housing units in Alameda when The Road Home was adopted. During The Road Home planning process, more than two out of three community survey respondents agreed or strongly agreed that the existing supply of affordable housing fell short of the demand. Since 2021, 226 affordable housing units (including ownership and rentals) have been added in the City.

Since the adoption of The Road Home, the City has added approximately 1,300 affordable housing units to the affordable housing pipeline. These units are in development and when completed, the City will have more than doubled Alameda’s affordable housing supply. These units in the affordable housing pipeline include 90 Permanent Supportive Housing (PSH) units that will be operated by the Alameda Housing Authority. In addition to permanent housing, the City is also increasing its supply of temporary housing. The City expanded its emergency shelter capacity by adding 26 beds to Emergency Shelter Housing and 10 beds to the Day Center. The City also developed a city lot to open Dignity Village, which provides 47 units of interim housing and serves up to 61 people experiencing homelessness. Since Dignity Village has opened, it has housed 94 people.

Goal 1: Secure a Housing Future for All Alamedans

Strategy



Protect and expand affordable housing through local policy

All residential and mixed zone districts must now permit multi-family and shared housing opportunities. The City leveraged the General Plan and the Housing Element to adopt many of the policies identified in The Road Home to ensure that the City's long-term plans were consistent with the City's commitment to ending homelessness in Alameda.

● ● ● The City enacted a policy to provide affordable housing lottery preference points for households that live and/or work in Alameda where the City has control over filling vacant units. These preferences are based on the Housing Affordability and Displacement Report, which documented the need for a local preference and established that such a preference would not result on a disparate impact.

During interviews, Dignity Village residents shared they were residents of Alameda when they became homeless due to job loss and physical health issues, but then they struggled to find new housing in Alameda due to high housing costs. Since becoming housed at Dignity Village, all interviewed residents expressed a desire to obtain permanent housing in Alameda because they are part of the Alameda community.



Strategy



Coordinate short- and long-term housing solutions with the county and neighboring cities

The Road Home identified a need for collaboration to achieve the City's goals. This includes coordinating with the State, County, and other neighboring cities to share costs and secure sites for housing. In response, the City partnered with the State and County to develop and operate Dignity Village, leveraging a \$12.3 million grant from the California Housing and Community Development Department's Homekey Program to develop and operate the facility and \$2.35 million from Alameda County for five years of operating expenses.

Goal 1: Secure a Housing Future for All Alamedans

The City continues to collaborate with Alameda County to ensure federal funds are allocated to support the prevention and ending of homelessness in Alameda. **In September 2024, the Alameda County Board of Supervisors approved funding for the HOME Investment Partnerships Program with \$306,719.22 allocated to the City of Alameda.** Through 2028, the City will use funds to support the construction of new affordable housing, tenant-based rental assistance, and homeowner rehabilitation programs.

● ● ● In addition to collaborating with other entities, The Road Home also called for the City to collaborate locally with landlords by encouraging them to rent to low-income households. **To address this, the City developed a landlord incentive initiative through the Rent Program.** The Rent Program administers the City of Alameda's Rent Ordinance, which requires landlords to register rental units and pay an annual program fee for each unit. If a landlord rents to a unit to a household with a Section 8 Housing Choice Voucher, the Rent Program provides a financial incentive to the landlord by waiving the annual fee for the unit.

In The Road Home, one of the strategies for working with landlords was to incentivize absent landlords to sell or develop properties. **While the City does not currently have policies to incentivize absent landlords to sell or develop properties, the City has programs to encourage landlords to repair properties and protect tenants in properties that landlords have failed to maintain.** If a tenant is displaced from a rental property because of property conditions, the landlord must pay temporary tenant relocation fees until the tenant is able to reoccupy the property. If the landlord fails to meet their obligation, the **Rent Program has a \$100,000 fund to make payments to the tenant for up to two weeks** and recoup the cost from the landlord to ensure a tenant remains safely housed while the landlord repairs the property.



Goal 2: Increase Access to Homeless Emergency Response Services

Strategy



Develop flexible resources for diversion, prevention, and housing retention

The City expanded the availability and amount of flexible funds to support households at-risk of or experiencing homelessness, without reducing the number of individuals served. Flexible funds are currently provided through Building Futures and St. Vincent de Paul. The City removed the previous, one-time limit of \$750 per household. Instead, providers are required to serve a minimum number of people and to seek consultation with the City before distributing more than \$1,500 to one household. As of Fiscal Year 24-25, the availability of flexible funds is being expanded to provide funding for households at risk of homelessness, not just households currently experiencing homelessness.

People with lived experience of homelessness continue to identify a financial insecurity as a major barrier to housing stability in Alameda. **Since the adoption of The Road Home, the City has launched two new programs to address financial insecurity and prevent homelessness.**



150 low-income households enrolled in guaranteed income pilot program

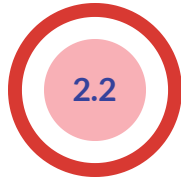
The City launched the Guaranteed Income Pilot Program, Rise Up Alameda, to provide ongoing financial assistance for homelessness prevention. Rise Up Alameda provides \$1,000 per month to 150 low-income Alameda households over a two-year period. **The City used \$4.6 million in American Rescue Plan Act (“ARPA”) funding to launch the program in 2023.** Participation was open to all Alameda residents over 18 years of age with a household income at or below 50% of the Average Median Income (“AMI”). Applicants were selected through a lottery and those selected included both housed and unhoused residents of Alameda.



The Mastick Senior Center Senior Rent Relief Program was developed and approved by City Council to prevent homelessness and displacement by offering affordable rent in the two units at the Mastick Senior Center to seniors who are low-income, meaning they earn less than 80% of the Area Median Income.

Goal 2: Increase Access to Homeless Emergency Response Services

Strategy



Provide low-barrier, housing-focused temporary housing

Since the implementation of The Road Home, the City has four times as many beds in its temporary housing supply with over 100 beds added. The Midway Shelter continues to provide 25 beds for women and their children experiencing homelessness and domestic violence. The Day Center Overnight added 17 emergency overnight beds; Emergency Supportive Housing added 26 beds; and Dignity Village added 61 beds. The City is continuing to expand shelter capacity by relocating the Day Center to a larger site, which may provide additional nightly beds once the project is complete. All units are low barrier because housing providers are required to commit to Housing First principles as part of their contract with the City.



Provider	# of Beds Prior to 2021	# of Bed in 2024
Day Center Overnight	7	17
Dignity Village	N/A	61
Emergency Shelter Housing	N/A	26
Midway Shelter	25	25
Total	32	129

In addition to increasing the supply of temporary beds, the City has met its goal to expand non-congregate facilities. In Dignity Village, residents have their own private bathroom that preserves the dignity of residents. In interviews, Dignity Village residents shared that individual units with a bathroom and a locking door help them to feel safe. Though the units are individual, the residents shared they still feel a strong presence of community. Residents described checking on their neighbors if someone is sick or working together to keep common areas clean. Residents also noted the importance of on-site laundry facilities, food, security, housing navigation, and case management.

“You’ve got everything you need here to make a home.” - Dignity Village Resident



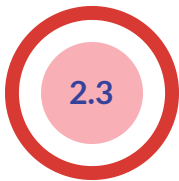
Goal 2: Increase Access to Homeless Emergency Response Services

The City met its goal to expand temporary housing for underserved populations. Dignity Village has five units set aside for **Transition Age Youth (TAY)** and serves single men, who were identified as an underserved population in the development of the Strategic Plan.

The City has also met its goal to integrate behavioral health services into temporary housing through Dignity Village. **In partnership with Alameda Family Services, a full-time clinician provides one-on-one counseling and de-escalation services for Dignity Village residents.** From May 2024, when the program launched, to August 2024, 26 residents have received onsite individual counseling. In the same period of time, the clinician also provided de-escalation services 15 times. The program continues to expand by adding group mental health services, workshops, and staff training opportunities.



Strategy



Expand outreach and supportive services to unsheltered households

The City expanded outreach to unsheltered households through the Homeless Outreach Team, which **provides daily, seven days a week local outreach throughout the year to residents experiencing homelessness and is staffed by individuals with lived experience of homelessness.**

The City offers behavioral health outreach through the Community Assessment Response & Engagement (CARE) Team staffed through a collaboration between the Alameda Fire Department and Alameda Family Services providing support and case management. While this program provides a critical service to people experiencing homelessness, **the CARE team provides a 24/7 alternative response to all non-criminal individuals facing a mental health crisis.**



Number of People
Served at the
Day Center since
2020: **1,226**

During The Road Home's development, **people with lived experience expressed a gap in meeting their basic needs, particularly shower and laundry services.** One person with lived experience said, "Sometimes they say there are going to be some, but then there are funding issues and then showers stop." At the time The Road Home was adopted, shower services were only available once a week. **Shower and hygiene services are now available twice a week** through collaborating services providers; at the Day Center through WeHOPE's Dignity on Wheels and at Christ Episcopal Community Church. With the City's project to relocate Day Center Services, the City is working to identify funds to include showers and laundry in the new location for ongoing, daily access.



Goal 3: Mobilize the Citywide Response to Homelessness

Strategy



Engaging the community on the regional crisis of homelessness

Local faith-based organizations continue to provide essential services for people experiencing homelessness through the Dine and Connect Program, which began 2019. The Interfaith Coalition coordinates volunteers to prepare and distribute meals through partnerships with organizations like The Village of Love and Building Futures every Monday.

● ● ● The City also works with faith-based organizations to provide warming shelter beds during the coldest months of the year from December through April and tripled the number of participating organizations from one to three during the 2023-24 season. The Winter Warming Shelter provides 20 beds, thanks to City and community funding, and through the Winter Warming Services program, Building Futures provides supportive hotel stays for up to seven individuals who are over 65 or with chronic health issues.

Recently, the Social Service and Human Relations Board (SSHRB) conducted the 2023 Community Needs Assessment for the City of Alameda. The SSHRB surveyed Alameda residents to determine the scope of the community needs and to evaluate and publicize resources to meet those needs. The SSHRB also holds a public hearing on priority public service needs and incorporated comments that it received from 12 local service organizations into a final report.

The most significant mobilization of the community was through volunteerism during the Point in Time Count (“PIT Count”). **At 5:00 AM on January 2024, 76 community members met in teams to survey and count individuals experiencing homelessness**, as part of a biennial Point in Time Count required by HUD. The City and its partners had engaged in a comprehensive pre-count process to identify areas in Alameda where individuals and families were likely to encamp. City staff reached out personally to volunteers to interview them regarding their interest in participating and three mandatory training sessions were offered. Teams were assigned intentionally and included a team member who had prior experience working with people experiencing unsheltered homelessness. The large turnout and dedication of volunteers ensured a thorough and accurate count in Alameda.

76
community
volunteers for
the Point in
Time Count



Goal 3: Mobilize the Citywide Response to Homelessness

Strategy



Strengthen the Homelessness Response System

One of the challenges in developing The Road Home was a lack of city-specific data regarding homelessness and the services the City provides. There was a clear need for increased participation in data collection, specifically through participation in the Homeless Management Information System (HMIS).

All programs serving people experiencing homelessness in the City now fully participate in HMIS. To expand access and participation for local programs, the City of Alameda has applied to and been accepted as an Alameda County Limited Access Program (LAP), which will allow the City limited access in the Coordinated Entry System to support housing and crisis intakes for people experiencing homelessness.

The City has ensured there are regular provider meetings to share resources and improve coordination.

- The Coordinated Outreach Team (COT) is a biweekly meeting of direct service teams to coordinate individual cases, share resources, and problem-solve.
- The Collaborating and Advancing Resources, Efforts, and Supports for Alameda's Homeless Team (CARES Team) brings together leadership from a wide range of Alameda non-profit organizations for a monthly meeting as well as quarterly visits to community service providers. Participation is written into City contracts to ensure participation in COT and CARES meetings, as well as collaboration to ensure shared resources and coordination among providers.
- The Needs Assessment brings together executives, middle management, and direct service teams for ongoing meetings to review existing services, identify service gaps and needs as well as provide an opportunity for continued connection and relationship building.



Goal 3: Mobilize the Citywide Response to Homelessness

Strategy



Ensure ongoing supportive services funding for assisted households

The Road Home highlighted the need for workforce development programming for households who have experienced homelessness. A key metric of success was to ensure that at least five individuals were matched with job placement or education opportunities annually.

● ● ● The Alameda Point Collaborative (APC)'s Workforce Development Program regularly matches 20 to 25 individuals with employment opportunities annually. APC provides employment services and on the job training to residents of the supportive housing program, as well as encouraging residents to be hired for APC's construction and reconstruction projects through labor agreements.

The City, Dignity Village, and its Resident Advisory Board are also developing workforce support through the Senior Community Service Employment Program (SCSEP), a community service and work-based job training program for older adults funded by the US Department of Labor. Qualified individuals receive up to four years of on-the-job training and 20 hours of paid work per week paid at the prevailing local minimum wage. Moreover, the operator of Dignity Village is seeking to become an eligible job site so residents participating in the program can participate in paid work onsite where they live.



*Alameda Point Collaborative website



Needs Assessments and Next Steps

Despite the City nearly doubling its capacity to shelter and house its residents over the last few years, unsheltered homelessness is increasing, and the need for investment remains.

City of Alameda PIT Counts for Years 2019 to 2024								
2019			2022			2024		
Sheltered	Unsheltered	Total	Sheltered	Unsheltered	Total	Sheltered	Unsheltered	Total
94	132	226	84	180	264	155	300	455
Excluded from the count are families and individuals who shelter with family or friends and lack a fixed, regular, and adequate nighttime residence.								

This year, the City conducted an annual Needs Assessment by first meeting with the directors of Alameda service organizations and then meeting with direct services staff to review the goals and strategies outlined in The Road Home, discuss accomplishments, and identify next steps. Over 20 individuals representing 10 organizations attended the meetings. Social service providers and leadership across the board expressed the difficulty and complexity of serving individuals from the street to successful permanent housing. Individuals come to services with extraordinary trauma.



The system of services has many working pieces with administrative requirements, staff turnover, and often times complex formulas to qualify individuals for services in systems that do not naturally collaborate or bridge individual needs from one provider to the next. Directors and service providers credit the City for their approach to services and their remarkable ability to collaborate and foster cooperation. The City also conducted a focus group with some Dignity Village residents as part of The Road Home update.

Feedback emphasized the ongoing need for more affordable housing, staff capacity, and funding for services which is consistent with ongoing efforts needed to accomplish The Road Home's goals.

More Permanent and Temporary Housing Solutions



In interviews, Dignity Village residents shared that the biggest barrier is a lack of available, affordable, and permanent housing. Many people experiencing unsheltered homelessness are eager for housing, but there is a lack of availability. Others shared that they **struggled to access available housing because it is unaffordable, especially when on a fixed income, such as Supplemental Security Income.**

Needs Assessments and Next Steps

Both directors and service providers also identified a need for increased temporary and permanent housing, especially for specific populations that need more housing opportunities. They **identified the need for family shelter and housing for large families**. Service providers said that large families were the hardest population to find housing for and serve. Large families were also identified as a population with high barriers to housing in the development of The Road Home.



Directors and service providers also identified a need for increased housing opportunities for seniors. Seniors also need assistance with aging in place. Senior homeowners struggle with maintaining their homes and need assistance with house repairs so that they can continue to remain stably housed. Serving seniors was a need identified in the development of The Road Home. One of The Road Home strategic actions that remains to be implemented is to survey the needs of senior residents aging in place to ensure physical and mental well-being and housing stability.

As part of increasing housing opportunities, especially for seniors, The Road Home encourages the City to consider long-term flexible funding for those identified at risk of losing their housing when a small monthly subsidy that would eliminate the risk. This is consistent with strategies being implemented by the City, including the guaranteed income pilot Rise Up Alameda. **Directors identified the guaranteed income pilot as one of the City's successful housing interventions** that they hope to see serve more people in the future. A need for flexible funds and subsidies is also consistent with the feedback from directors and service providers in the Needs Assessment that there need to be more preventative resources.

More Staff, Training, and Compensation



When The Road Home was developed, it was clear that additional staffing and training was required to be successfully implemented. For the City to implement the plan, the City successfully secured an additional staff member to support the coordination of local housing and supportive services. **However, for Alameda to continue adding supportive housing beds and services, additional staff and training is needed for City staff.** As the City is undertaking new strategies, such as leveraging state and federal funding sources for the development and operation of housing solutions, the City needs highly skilled staff who understand the complexities of administering funds and reporting.



Service providers emphasized there is still not enough staff, or support for staff, to meet the needs of clients. Directors also highlighted the need for outreach workers and case managers who can follow an individual through housing, including providing them with the resources they need to remain stably housed. **It is challenging to retain employees if they are hired for low hourly rates that are not commiserate with the highly skilled and challenging work that they do.** In addition to compensation, service providers expressed a need for more benefits and resources to support their mental health in the workplace. Moreover, staff must develop the skills and expertise necessary to implement the goals of The Road Home.

Needs Assessments and Next Steps

More Community Outreach and Education



The Road Home asked the City to launch an outreach initiative to help Alameda residents learn about services and housing, demographics and data, outcomes and success, and opportunities to get involved.



Supper & Support was piloted from January to June 2024 in collaboration with Alameda Free Library (AFL) and the SSHRB. For six months, the program covered themes including: housing resources, homelessness, diversity and inclusion, senior services, and job readiness. Food was provided and sponsored by the Friends of the Alameda Free Library. Thirty-five people participated over the 6-month program. While it was a successful pilot and well-received by the participants, it ended due to a lack of ongoing funding. To achieve outreach goals for The Road Home, additional and ongoing funding must be allocated.

Service provider leadership and staff emphasized the need for ongoing community outreach and education. This should include venues to share concrete details on the process for connecting someone to housing, the successes and challenges that arise during that process, as well as opportunities for community members to volunteer and get involved. The Road Home provides strategic direction on how to inform residents, employees, and businesses about specific local needs and the work Alameda is doing to meet those needs.



Conclusion

The City of Alameda has made tremendous strides in implementing The Road Home. The City has made progress in almost every strategic action and achieved significant success in areas including:

- Adding to the affordable housing pipeline,
- Increasing temporary housing opportunities,
- Ensuring housing opportunities are low-barrier and respectful of individual dignity,
- Leveraging County, state, and federal funding to achieve strategic goals,
- Increasing outreach and services for people experiencing homelessness, and,
- Increasing coordination and cooperation among providers.

Despite the City's success, more work is needed to end homelessness in Alameda. To fully achieve The Road Home's strategic goals, the City must:

- Increase temporary and permanent housing solutions,
- Increase staffing, training, and compensation, and
- Increase community outreach and education.





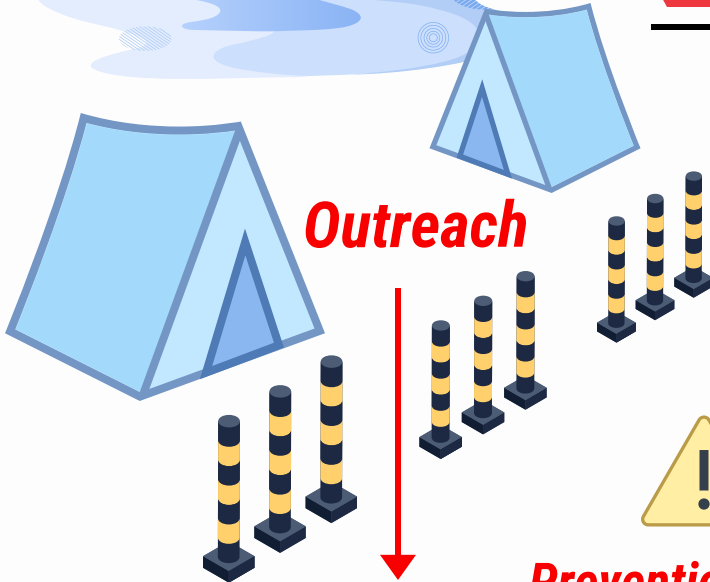
City of Alameda Housing System Map

Barriers to Housing



- Racism
- Prejudice – lack of compassion
- Mental Health Disorder
- Substance Use
- Physical health
- Housing costs
- Poverty
- Eviction
- Family/Domestic Violence
- Island Resource Isolation

Outreach



Prevention & Diversion

Information and Referral

- Homeless Outreach Team
- City Community Outreach Specialist
- Housing Resource Center for Mid-County CARE
- (Community Assessment Response & Engagement) Team

- Guaranteed Income
- Rent Program
- Flexible Funding Homeless
- Prevention Pilot Program (coming soon)

- Homeless Hotline
- 2-1-1

Coordinated Entry System

- Housing Resource Center for Mid-County
- Limited Access Point

Emergency Shelters

- Day Center Overnight beds (17)
- Safe Parking
- Safe Sheltering (FEMA Trailers) Emergency
- Supportive Housing (26 beds)
- Dignity Village (61 beds)
- Midway Shelter (25 beds)
- Winter Warming Shelter and Services (20 + 4 beds)
- Community Clinic & Mental Health - McKay Avenue- upcoming

Basic Services

- Day Center
- Showers and Laundry
- Dine & Connect
- Alameda Food Bank
- Mastick Senior Center
- Alameda Free Library
- Alameda Unified School District McKinney-Vento Program
- County-level Mobile Health

Permanent Supportive Housing

- Bessie Coleman
- Alameda Point Collaborative
- Alameda Housing Authority - upcoming

Affordable Housing

- Alameda Housing Authority
- Corsair Flats
- The Starling

Community Based Housing (Fair Market)



GOAL 1:

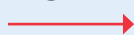
Secure a Housing Future for All Alamedans



STRATEGY 1.1

Assess and Use Available Public and Private Land for Housing

Icon Legend



Complete



In Progress



To Do



Steps	Actions	Status	Notes
Short-Term	Collaborate with the Planning Building and Transportation Department as they conduct an inventory of unused, underutilized, and available properties that would be appropriate for rehabilitation or development for permanent housing purposes.		Completed as part of the City of Alameda's Housing Element that was adopted on November 15, 2022.
Medium-Term	Identify the most suitable sites for rehabilitation or development of permanent housing and initiate planning.		Completed as part of the City of Alameda's Housing Element that was adopted on November 15, 2022.
	Evaluate and determine the City's role in owning or managing City-owned properties.		The City Council is conducting a study session to focus on how land in Alameda Point can be utilized to support residential development.
Long-Term	Assess housing sites' proximity to amenities to support affordable housing (e.g., transit, parks, food).		Completed as part of the City of Alameda's Housing Element that was adopted on November 15, 2022.
Requires New Funding	Rehabilitate vacant or underutilized properties to create permanent supportive housing.		There are 90 units of Permanent Supportive Housing (PSH) currently in the affordable housing pipeline. Estuary I, which is scheduled to be completed in the summer of 2025, will add 44 units to the PSH supply. Estuary II, which is scheduled to be completed in 2027, will add an additional 46 units of PSH.
	Secure City-owned housing sites to be owned by the City or the Alameda Housing Authority in order to obtain and maintain affordable housing for all Alamedans.		There are 90 units of Permanent Supportive Housing (PSH) currently in the affordable housing pipeline, all of which will be owned by the Alameda Housing Authority. In addition to PSH, there are 494 to 599 affordable housing units to be owned by the Alameda Housing Authority that will be completed between 2025 and 2029.
	Explore master lease, lease to own, or create agreements with existing lodging in the community (e.g., motels) to create PSH.		The City explored opportunities to master lease or purchase existing lodging within the community to create PSH, but based on what was learned during that process the City is re-evaluating whether this is most efficient strategy to develop PSH.



Secure a Housing Future for All Alamedans



STRATEGY 1.2

Protect and Expand Affordable Housing Through Local Policy

Steps	Actions	Status	Notes
Short-Term	Adopt the specific policy directions in the draft General Plan to support and prioritize the reduction of homelessness in Alameda.		Completed as part of the City of Alameda's Housing Element that was adopted on November 15, 2022.
	Evaluate current City policies to identify any rules or programs in place that inhibit development of affordable housing. Identify changes that would reverse the negative impacts of those policies.		Adopted as part of the General Plan 2040. Policy revisions include permitting multi-family and shared housing opportunities for individuals experiencing homelessness in all residential zoning districts and in all mixed-use zoning districts.
	Consider revisions to City policies to expand and streamline, by-right, a wide variety of resources, services, and housing for people experiencing homelessness, including the development of rent controlled apartment buildings, multi-family housing units, in-law units, and Accessory Dwelling Units (ADUs).		Adopted as part of the General Plan 2040. Policy revisions include permitting multi-family and shared housing opportunities for individuals experiencing homelessness in all residential zoning districts and in all mixed-use zoning districts.
	As part of the City's Housing Element continue to update, identify and implement opportunities to streamline City approvals for housing and service locations for formally and currently homeless households (e.g., year-round overnight shelter, community cabins, safe parking, and permanent supportive housing).		Adopted as part of the General Plan 2040. Policy revisions include permitting multi-family and shared housing opportunities for individuals experiencing homelessness in all residential zoning districts and in all mixed-use zoning districts.

Steps	Actions	Status	Notes
Long-Term	Develop a local policy that prioritizes placement in new housing developments to households who live or work in the city, as permitted by law.		Where the City of Alameda has control over filling units, the City has implemented a preference for households that live and/or work in the City. These preferences are based on the May 2021 Housing Affordability and Displacement Report, which documented the need for a local preference and also established that these preferences would not result in a disparate impact.
	Evaluate the need for a local policy that prioritizes households who were displaced from the city for placement into new housing developments.		At this time, the City of Alameda does not have a local policy that prioritizes households who were displaced from the City for placement into new housing developments. However, the Rent Program has collected data for households who have been displaced from their homes through a no-fault termination of tenancy. If the City adopts such a policy, the Rent Program can leverage that data for implementation.


Secure a Housing Future for All Alamedans



STRATEGY 1.3

Coordinate Short- and Long-Term Housing Solutions with the County and Neighboring Cities

Steps	Actions	Status	Notes
Short-Term	Identify cost-sharing opportunities for partnership with the County, or other cities within the County, to secure sites for housing.		The City of Alameda has identified a cost-sharing opportunity with Alameda County to support the operation of Dignity Village. Alameda County has contributed \$2.35 million to cover five years of operating services.
	As contracts permit, and in alignment with County and other cities, require existing and new permanent housing providers to commit to being low-barrier and adhere to Housing First principles to receive ongoing funding from the City.		All of the City's contracts with housing providers require that the providers commit to being low-barrier and adhere to Housing First principles.
	Ensure the City's plans are in step with the County's homelessness strategic plan.		The City of Alameda continues to align plans with The Road Home strategic plan.
Long-Term	Leverage County-level programs, and expand locally as needed, to educate landlords about laws against discriminating against applicants based on source of income.		The Rent Program regularly provides workshops to educate landlords on federal, state, and local laws, including source of income discrimination. In addition to workshops, the Rent Program participates in an annual seminar on fair housing, which includes information on source of income discrimination. Finally, the Rent Program engages in outreach to professional organizations that represent landlords operating in the City of Alameda and provide informational presentations, which includes education on the rent control ordinance, just cause protections, and source of income discrimination.
	Incentivize absent landlords to sell or develop properties (e.g., vacancy tax or other similar efforts, including County-level approaches).		While the City of Alameda does not currently have policies to incentivize absent landlords to sell or develop properties, the City has programs protect tenants who have been displaced when a landlord must make repairs. If a tenant is displaced from a rental property because of property conditions, the landlord must pay temporary tenant relocation fees until the tenant is able to reoccupy the property. If the landlord fails to meet their obligation, the Rent Program has flexible funds to make payments to the tenant for two weeks and recoup the cost from the tenant to ensure a tenant remains safely housed while the landlord repairs the property.

Steps	Actions	Status	Notes
Requires New Funding	Work with the County and/or neighboring cities to create or build on existing a landlord incentive programs to secure rental units for households experiencing homelessness.		The Rent Program operates a landlord incentive program that waives a unit's annual Rent Program fee if the landlord rents the unit to a tenant with a Section 8 Housing Choice Voucher. The Emergency Supportive Housing program receives a waiver.

Metrics

Short-Term

By 2023, implement a preference to prioritize those who live or work in the city for all new supportive and affordable housing developments as permitted by law



Where the City of Alameda has control over filling units, the City has implemented a preference for households that live and/or work in the City. These preferences are based on the May 2021 Housing Affordability and Displacement Report, which documented the need for a local preference and also established that these preferences would not result in a disparate impact.

Medium-Term

By the end of 2024, develop at least one landlord incentive program. The program will help secure market rate units that can be subsidized through City, County, state, or federal funding.



The Rent Program operates a landlord incentive program that waives a unit's annual Rent Program fee if the landlord rents the unit to a tenant with a Section 8 Housing Choice Voucher.

By 2026, develop at least one housing pilot project in partnership with the County or a neighboring city. The project will be targeted partially or in whole at housing people experiencing homelessness in the city.



In May 2023, the City of Alameda opened Dignity Village, which provides 61 beds in 47 units to people experiencing homelessness. The City leveraged financial resources from the state to build Dignity Village and financial resources from the County to support operations.

By 2026, ensure that 120 new PSH units are purchased, built, or rehabilitated for people experiencing homelessness.



There are 90 units of Permanent Supportive Housing (PSH) currently in the affordable housing pipeline. Estuary I, which is scheduled to be completed in the summer of 2025, will add 44 units to the PSH supply. Estuary II, which is scheduled to be completed in 2027, will add an additional 46 units of PSH.

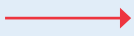
GOAL 2: Increase Access to Homeless Emergency Response Services



STRATEGY 2.1

Develop Flexible Resources for Diversion, Prevention, and Housing Retention

Icon Legend



Complete







In Progress



To Do



Steps	Actions	Status	Notes
Short-Term	Develop a process to work with the Alameda Unified School District's McKinney-Vento Program Liaison to ensure early identification of families facing housing instability.		The Alameda Unified School District (AUSD)'s McKinney-Vento Program Liaison attends meetings with participating service providers every other week. This work is also being expanded with the Early Childhood Learning Network (ECLN), which will work with the McKinney-Vento Program Liaison to identify children passing from pre-school into AUSD who may need additional supports.
	Collaborate with College of Alameda to identify transition age youth experiencing homelessness.		Dignity Village has five units set aside for Transition Age Youth (TAY). The City has been engaged with the College of Alameda to fill the units with students who may be struggling. This work has lead to an ongoing conversation with the College of Alameda about students' housing needs. The City continues to speak with the College of Alameda about services that are available for students.
Medium-Term	Survey the needs of senior residents aging in place to ensure physical and mental well-being and housing stability. Consider long-term flexible funding for those identified at risk of losing their housing when a small monthly subsidy would eliminate the risk.		This is an ongoing goal and strategy in this implementation of The Road Home.
Requires New Funding	Expand the availability and amount of flexible funds to support homeless and at-risk households through both one-time and short-term, recurring financial assistance to solve acute housing crises and emergencies. The current one-time limit is set at \$750.		The City has removed the \$750 cap. Flexible funds are currently available through Building Futures and St. Vincent de Paul. Providers are required to serve a minimum number of people and to seek consultation with the City before distributing more than \$1,500 to one household. The availability of flexible funds will be expanded to provide funding for households at risk of homelessness, not just households currently experiencing homelessness. The City has also launched a pilot guaranteed income program to provide ongoing financial assistance for low income residents. One hundred and fifty residents were selected through a lottery to receive \$1,000 a month for 24 months in a pilot program. Participating residents include individuals who are housed and unhoused.

2





GOAL 2: Increase Access to Homeless Emergency Response Services



STRATEGY 2.2

Provide Low-Barrier, Temporary Housing Solutions

Steps	Actions	Status	Notes
Short-Term	Assess the need for, and feasibility of, ongoing non-congregate shelter facilities, in consideration of the COVID-19 pandemic and other learned benefits of non-congregate spaces.		The City has expanded non-congregate shelter facilities with the opening of Dignity Village. Dignity Village residents have their own private space, including a private bathroom, which preserves the dignity of residents and results in benefits including less turnover. Emergency Supportive Housing has also expanded shelter capacity, adding 26 beds and four trailers to the shelter supply.
	As contracts permit, require existing and new temporary housing providers to commit to being low-barrier and adhere to Housing First principles in order to receive funding from the City.		All of the City's contracts with housing providers require that the providers commit to being low-barrier and adhere to Housing First principles.
Long-Term	Enact a citywide Emergency Ordinance to facilitate the rapid implementation of temporary shelter and other housing policies that prevent and end homelessness.		In October 2018, the City adopted Resolution No. 15424 which declared a shelter crisis to pursue funding and and rapid implementation of housing policies that prevent and end homelessness.






Steps	Actions	Status	Notes
Requires New Funding	Expand low-barrier shelter capacity, incorporating Housing First principles to existing shelters, and to any new or expanded shelters (e.g., allow partners, pets, possessions; not require sobriety or mental health counseling to enter).		The City has expanded year-round, low-barrier shelter capacity. The Day Center now has 17 beds and Emergency Supportive Housing has 26 beds. The City is continuing to expand shelter capacity by relocating the Day Center to a larger site, which will provide additional beds as well as safe parking. All providers are required to commit to being low-barrier and adhere to Housing First principles as part of their contract with the City. Dignity Village, Emergency Supportive Housing, and the Day Center have pet friendly policies.
	Ensure access to shelter is full-time (24/7), year-round, and housing-focused (e.g., provides supportive services and case management to help people transition to permanent housing).		Dignity Village and Emergency Supportive Housing operate full-time and are contracted to provide case management and housing navigation services.
	Prioritize new shelter development for underserved populations (e.g., single men).		Dignity Village is able to accommodate single men, who have been identified as an underserved population. Dignity Village also has units set aside for Transition Age Youth (TAY). Another underserved population in the City of Alameda has been families experiencing homelessness. Midway is currently updating their residential and service buildings to continue to serve women and children in need of emergency shelter.
	Integrate behavioral health services (e.g., mental health, alcohol, and substance use services) into major shelters, providing more wrap around services than are currently provided		In February 2024, Alameda Family Services began providing a full-time counselor at Dignity Village. The counselor provides one-on-one and deescalation services for residents, with a goal of also offering group mental health services and workshops. The counselor also provides training and counseling for Dignity Village staff to support their interactions with residents.


GOAL 2: Increase Access to Homeless Emergency Response Services



STRATEGY 2.3

Expand Outreach and Supportive Services to Unsheltered Household

Steps	Actions	Status	Notes
Short-Term	Define and publicize clear roles and rules of engagement of entities who may encounter the unsheltered community, including homeless and health outreach teams, Fire and Police Departments, Community Development, Recreation and Parks, and Public Works.		Since the adoption of the strategic plan, the Community Development Department has been split into two new departments: Housing and Human Services, and Base Reuse and Economic Development. Each department has a clearly defined role and collaborates with the following entities in ongoing meetings: Fire and Public Departments, Recreation and Parks, Public Works, service providers, West Alameda Business Association, and Downtown Alameda Business Association. To help the public understand the roles of each entity, the City produced a "Who to Call" flyer to help residents understand who to contact if someone is experiencing a housing crisis.
	Continue to ensure diversity of street outreach staff to include people with lived experience by lowering barriers to employment and recruitment.		The Homeless Outreach Team is staffed by individuals who identify as Black, Indigenous, and people of color (BIPOC) and as having lived experience of homelessness.
Medium-Term	Assess the cost and impact to develop a local "Ambassador" program. An Ambassador program would provide local outreach to unhoused residents, hospitality and safety services for the community, maintenance and cleaning of public spaces, and employment opportunities for those with lived experience of homelessness.		The City assessed the cost of a local "Ambassador" program, but found it to be cost-prohibitive. As a more effective alternative, the Homeless Outreach Team provides local outreach to unhoused residents and employs individuals with lived experience of homelessness and a second full time worker was approved by Council July 2023.
Requires New Funding	Coordinate existing and new hygiene, shower, and laundry service providers so services are available daily.		Shower services are now available twice a week, which is an increase from once a week at the time the strategic plan was adopted. Shower and hygiene services are currently available through the Christ Church Shower Program and the Mobile Shower and Laundry Services Collaboration between Village of Love and WeHOPE's Dignity on Wheels. With the City's project to relocate the Day Center to a larger site, the City is working to identify enough funds to include showers and laundry in the new Day Center facility for ongoing, daily access.
	Implement trainings on best practices for nonprofit providers and City staff, including trauma-informed care, critical time intervention, motivational interviewing, and use of technology.		The City has offered a workshop series of trauma-informed care for service providers with additional one-on-one coaching to help service providers implement the training in practice.

Steps	Actions	Status	Notes
<i>continues</i>	Expand behavioral health outreach teams (e.g., mobile crisis).		The City of Alameda's Community Assessment Response & Engagement (CARE) team is led by the Alameda Fire Department and provides a 24/7 alternative response to individuals facing a mental health crisis and exhibiting noncriminal behaviors.

Metrics

Short-Term

By the end of 2022, expand year-round, low-barrier shelter capacity to serve an additional 10 individuals experiencing homelessness; then create capacity for thirty additional individuals yearly through 2026.



The City has expanded year-round, low-barrier shelter capacity to serve an additional 10 individuals experiencing homelessness, completing the 2022 goal. The Day Center now has 17 beds and Emergency Supportive Housing has 26 beds.

By 2023, double the cap on one-time flexible funding grants from \$750 to \$1,500 without reducing the number of individuals served.



The City has removed the \$750 cap. Flexible funds are currently available through Building Futures and St. Vincent de Paul. Providers are required to serve a minimum number of people and to seek consultation with the City before distributing more than \$1,500 to one household.

Medium-Term

The 2025 PIT Count will show 115 or fewer unsheltered individuals in the city, representing a 50% reduction from the 2019 PIT Count



On January 25, 2024, the City of Alameda participated in the Point in Time Count (PIT Count). The City documented 155 individuals experiencing sheltered homelessness and 300 individual experiencing sheltered homelessness for a total of 455 individuals experiencing homelessness in Alameda. This number did not include families and individuals who shelter with family or friends and lack a fixed, regular, and adequate nighttime residence.

By 2026, provide daily shower and hygiene services accessible to people experiencing homelessness in the City



Shower services are now available twice a week, which is an increase from once a week at the time the strategic plan was adopted. Shower and hygiene services are currently available through the Christ Episcopal Church Shower Program and the Mobile Shower and Laundry Services Collaboration between Village of Love and WeHOPE's Dignity on Wheels. With the City's project to relocate the Day Center, the City is working to identify enough funds to include showers and laundry in the new Day Center facility for ongoing, daily access.

GOAL 3:

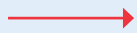
Mobilize the Citywide Response to Homelessness



STRATEGY 3.1

Engage the Community on the Regional Crisis of Homelessness

Icon Legend



Complete




In Progress



To Do



Steps	Actions	Status	Notes
Short-Term	Consult and partner on an ongoing basis with local faith-based organizations to leverage their strengths in building community, providing essential services, and coordinating volunteers and resources.		Local faith-based organizations assist in building community, providing essential services, and coordinating volunteers and resources through the Dine and Connect Program. The Dine and Connect Program is an interfaith coalition that has been providing meals since 2019. The coalition coordinates volunteers to prepare and distribute meals through partnerships with Village of Love and Building Futures. The City works with Dine and Connect to provide additional resources, including staffing, to support their mission. Faith-based organizations also provide essential services, including warming shelters and shower services. The number of faith-based organizations providing warming shelters has increased from one to four.
Requires New Funding	Design an ongoing education and participation campaign for Alameda residents, employees, and businesses to inform the community about specific local needs and the work the City is doing to meet those needs. Highlight City programs and services, data-driven best practices, opportunities for community members to get involved, and examples of impact and success.		The Road Home Progress Report is the first step in informing the community about the work the City is doing to meet local needs, including highlighting City programs and services.

Steps	Actions	Status	Notes
<i>continues</i>	Create resident- and business-focused initiatives that match local employers with individuals facing housing instability. Initiatives can include training, in addition to offering employment, scholarship, mentorship, or housing opportunities.		Dignity Village has begun participating in the Senior Community Service Employment Program (SCSEP), a community service and work-based job training program for older adults funded by the US Department of Labor. Participating individuals receive up to four years of on-the-job training and 20 hours of work per week paid at the prevailing local minimum wage. Applications are submitted through Self-Help for the Elderly, which helps participating individuals find job placements. Dignity Village is currently applying to be a job site so that residents will be able to work where they are living. In addition to Dignity Village, Alameda Point Collaborative (APC) operates a Workforce Development program, which provides employment services and on the job training to individuals who have experienced homelessness and are now residents of APC's supportive housing program. APC also has a Standards of Reasonableness policy that of all new jobs created at APC, 25% will be held by residents of the supportive housing program. Finally, APC is currently involved in construction and reconstruction projects with labor agreements that encourage hiring residents of the supportive housing program for the sites.






Mobilize the Citywide Response to Homelessness



STRATEGY 3.2

Strengthen the Homeless Response System Infrastructure

Steps	Actions	Status	Notes
Short-Term	Ensure local programs that primarily serve people experiencing homelessness can access and fully participate in the County-led Coordinated Entry System and can enter data into the Countywide HMIS.		All programs serving people experiencing homelessness can access and fully participate in the Coordinated Entry System and HMIS. To expand access and participation for local programs, the City of Alameda has been accepted to participate in the County's new Limited Access Program (LAP), which will allow programs not part of Coordinated Entry to have limited access to support intakes for people experiencing homelessness. There are also opportunities for increasing staff capacity and training in the ongoing implementation of this strategy.
	Center racial equity and the voices of people with lived experience of homelessness in homeless services design. In practice, this involves lowering barriers to entry to outreach, shelter, and housing interventions; as well as emphasizing the goals of each individual and their unique barriers to housing stability.		The City has included lived experience voices in an interview panel for the Emergency Supportive Housing/Interim Supportive Housing provider(s). Dignity Village also has a Resident Advisory Board that advises on services and programs for Dignity Village.
	Add additional monthly provider meetings (one for executives and the other for providers) to bring together executive leadership, middle management, and direct service teams to share resources and improve coordination.		The Coordinated Outreach Team (COT) is a biweekly meeting of direct service teams to coordinate cases and share resources. The Collaborating and Advancing Resources, Efforts, and Supports for Alameda's Homeless Team (CARES Team) brings executives together for a monthly meeting as well as quarterly visits to providers. Participation is written into City contracts to ensure participation in COT and CARES meeting, as well as collaboration to ensure shared resources and coordination among providers. The City of Alameda is also supporting a Needs Assessment Workgroup, which will bring together executives, middle management, and direct service teams for periodic meetings.
	Develop an annual or biennial work plan with prioritized action steps to guide implementation. Regularly provide updates on progress made on Strategic Plan goals, strategies, and metrics, and refine action steps as needed.		This is an ongoing goal and strategy in this implementation of The Road Home.

Steps	Actions	Status	Notes
Medium-Term	Conduct local City homeless surveys (through PIT counts or other means) to collect demographic data (e.g., age, gender, race/ethnicity, veteran, disabled) about people experiencing homelessness in the city.		The Point in Time (PIT) Count was completed on January 25, 2024, which included surveys to collect demographic data about people experiencing homelessness in the City of Alameda.
	Develop a local “by-name list” that records all known households in need of housing and services in the city. The by-name list can supplement Countywide HMIS data, as not everyone seeks formal assistance through the County. Use the by-name list to structure the City’s response to homelessness. Train and coordinate providers to use the local “by-name” list and target services to places where people who are living unsheltered are staying.		A by-name list was developed with the opening of Dignity Village to ensure that the most vulnerable people experiencing homelessness in the City of Alameda would be able to access the new units. Lead by the Coordinated Outreach Team (COT) and supported by City staff, the City of Alameda was successful in developing a by-name list for Dignity Village's opening over the period of a year prior to the opening of the project.
	Prioritize local funds toward activities that serve as a source of match for new and existing federal, state, and County funding.		The City of Alameda regularly puts local funds towards activities that serve as a source of match. For example, Alameda used local funds to match funds from the County, state, and federal government for the development and operation of Dignity Village.
	In July 2023, the City added a full-time Management Analyst staff position and a part-time case management position to support the work of Housing and Human Services.		In July 2023, the City added a full-time Management Analyst staff position and a part-time case management position to support the work of Housing and Human Services.
Requires New Funding	Expand the use of the local Homeless Hotline to operate 24/7 as the publicly available contact point that supports unhoused and housed residents in need of case management or behavioral health services, shelter or housing, or public works/sanitation/safety support.		The Homeless Hotline currently operates Monday through Friday from 9:00am to 5:00pm. After hours, 211 serves as a contact point. Eden I & R collects call data and helps the City recognize trends and track City-wide needs. This strategy is being reviewed to determine whether 24/7 is the best use of resources when it is not intended to serve as an emergency line.

Mobilize the Citywide Response to Homelessness



STRATEGY 3.3

Ensure Ongoing Supportive Services Funding for Assisted Households

Steps	Actions	Status	Notes
Short-Term	Require all local housing and rental assistance providers to annually assess whether any of their tenants who have received past financial support need additional support to prevent re-entry into homelessness.		This is an ongoing goal and strategy in this implementation of The Road Home.
Medium-Term	Identify a partner to build out workforce development programming specifically for households who are unhoused (or formerly unhoused) who have secured or maintained housing with a one-time grant or ongoing rental subsidy/voucher.		Dignity Village has begun participating in the Senior Community Service Employment Program (SCSEP), a community service and work-based job training program for older adults funded by the US Department of Labor. Participating individuals receive up to four years of on-the-job training and 20 hours of work per week paid at the prevailing local minimum wage. Applications are submitted through Self-Help for the Elderly, which helps participating individuals find job placements. Dignity Village is currently applying to be a job site so that residents will be able to work where they are living. In addition to Dignity Village, Alameda Point Collaborative (APC) operates a Workforce Development program, which provides employment services and on the job training to individuals who have experienced homelessness and are now residents of APC's supportive housing program. APC also has a Standards of Reasonableness policy that of all new jobs created at APC, 25% will be held by residents of the supportive housing program. Finally, APC is currently involved in construction and reconstruction projects with labor agreements that encourage hiring residents of the supportive housing program for the sites.
Requires New Funding	Invest in (or prioritize, at a minimum) local funding for case management, physical health, behavioral health, and substance use services for households receiving financial assistance.		This is an ongoing goal and strategy in this implementation of The Road Home.

Metrics

Short-Term

By the end of 2022, the City will launch its first outreach initiative to help residents learn about services and housing, demographics and data, outcomes and success, and opportunities to get involved.



Supper & Support was piloted from January to June 2024 in collaboration with Alameda Free Library (AFL) and the Social Service Human Relations Board (SSHRB). For six months, the program covered themes including: housing resources, homelessness, diversity and inclusion, senior services, and job readiness. Food was provided and sponsored by the Friends of the Alameda Free Library. 35 people participated over the 6 month program. Additional funding is needed to restart the Supper & Support program.

By 2022 and annually thereafter, match five individuals experiencing homelessness or who have recently experienced homelessness to business and/or community-led initiatives that lead to job placement or education opportunities.



Alameda Point Collaborative (APC) operates the Workforce Development Program, which provides employment services and on the job training to individuals who have experienced homelessness and are now residents of APC's supportive housing program. Every year, APC matches 20-25 individuals with employment opportunities.

By the end of 2022, ensure 90% participation in the Countywide HMIS, from City, County, and nonprofit providers who primarily service individuals experiencing homelessness.



All programs serving people experiencing homelessness participate in Countywide HMIS. The City has been accepted to participate in the County's new Limited Access Program (LAP), which will allow programs not part of Coordinated Entry to have limited access to support intakes for people experiencing homelessness.

Appendix B: Glossary of Terms

Affordable Housing is generally defined as housing on which the household is paying no more than 30% of gross income for housing costs. If a household is paying more than 30% of their gross income for housing costs, the household is considered cost-burdened. The U.S. Department of Housing and Urban Development (“HUD”) has established guidelines for determining what is affordable for extremely low-, very low, and low-income households, HUD uses the Area Median Income (“AMI”) to determine if a household is extremely low-, very low-, or low-income. AMI is defined below.

Ambassador Program is a program which would provide local outreach to unhoused residents, hospitality and safety services for the community, maintenance and cleaning of public spaces, and employment opportunities for those with lived experience of homelessness.

Area Median Income (“AMI”) is the midpoint of a given area’s income distribution, which is calculated by the U.S. Department of Housing and Urban Development (“HUD”) every year. This means that half of the households in a region earn more than the median and half earn less. AMI is used to determine if a household is extremely low-, very low-, or low-income as defined by HUD. For the 2024 Fiscal Year, the income limits in the City of Alameda are:

Area Median Income	2024 Income Limit Category	Persons in the Household					
		1	2	3	4	5	6
\$155,700	Extremely Low-Income	\$32,700	\$37,400	\$42,050	\$46,700	\$50,450	\$54,200
	Very Low-Income	\$54,500	\$62,300	\$70,100	\$77,850	\$84,100	\$90,350
	Low-Income	\$84,600	\$96,650	\$108,750	\$120,800	\$130,500	\$140,150

At risk of homelessness is a status given to individuals and their families who have unstable housing and inadequate income and resources.

Behavioral Health describes the connection between a person’s behaviors and the health and well-being of the body and mind.

Case management includes assessment, planning, facilitation, care coordination, evaluation and advocacy with people experiencing homelessness. Staff work with individuals and families to address their comprehensive needs to help them exit homelessness and stay housed.

City of Alameda “By-Name” List would be a complete and inclusive list of every person experiencing homelessness in the City of Alameda. It would include information collected and shared with the individual’s consent like their name, history, health considerations, and housing needs.

Collaboration Advancing Research, Efforts, and Supports for Alameda's Homeless (CARES)

Team is the primary homeless outreach team that coordinates programs and organizations serving people experiencing homelessness. The Team provides a regular, organized method of coordination, bringing together social service providers, first-responders, and organizations and provides a unified City-lead face to homeless services in Alameda.

Continuum of Care (CoC) is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule for a defined geographic area. The City of Alameda is part of EveryOne Home, the Oakland, Berkeley/Alameda County Continuum of Care (CoC).

Coordinated Entry System (CES) provides a centralized approach to connect the region's most vulnerable homeless residents to housing through a single community-wide assessment tool and program matching system.

Congregate Shelters are facilities with overnight sleeping accommodations, in shared quarters, the primary purpose of which is to provide temporary shelter for the homeless.

Cost burden is the ratio of housing costs to household income. For renters, housing cost is gross rent (contract rent plus utilities). For owners, housing cost is "select monthly owner costs," which includes mortgage payment, utilities, association fees, insurance, and real estate taxes.

Day Center or day services offer showers, internet access, case management, housing navigation, and other supportive services during traditional daytime hours. In most cases these services are free.

Emergency Ordinance is an ordinance declared by the City Council to be necessary on a faster timeline and with less process for the health, safety, and wellness of the community.

Emergency Shelter is any facility with overnight sleeping accommodations, the primary purpose of which is to provide temporary shelter for the homeless in general or for specific populations of the homeless. Shelter may include year-round emergency shelters, winter and warming shelters, navigation centers and transitional housing. These types of shelter have varying hours, lengths of stay, food service, and support services.

Flexible Funds have increasingly been permitted and encouraged as an allowable expense by federal, state, and County funders. Flexible funds can be used for different purposes. They can pay for costs that will result in an immediate solution of a housing crisis. They can bridge the gap while permanent housing is secured. They can cover household needs that will help people keep their housing. Flexible funding can be used to purchase grocery cards, gas cards, certificates or licenses to work, car repair, furniture, pest extermination, storage, essential minor repairs to make living space more habitable, transportation vouchers/passes, costs for birth certificates or other documents, bus or train tickets, shipping belongings, housing application fees, credit checks, rental deposits, past due rent, one-month rent on new units, utility deposit, and/or utility payments.

General Plan is a statement of goals, objectives, policies, and actions that describe the community's priorities for the next 20 years. California State law requires that every city adopt and maintain an up to date, internally consistent General Plan. The City's current General Plan has not been comprehensively updated since 1990, and many new and important challenges are facing the Alameda community.

Homeless is defined by the U.S. Department of Housing and Urban Development (HUD) in four categories:

- (1) individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who resided in an emergency shelter, or a place not meant for human habitation and who is exiting an institution where he or she temporarily resided;
- (2) individuals and families who will imminently lose their primary nighttime residence;
- (3) unaccompanied youth and families with children and youth who are defined as homeless under other federal statutes who do not otherwise qualify as homeless under this definition; and
- (4) individuals and families who are fleeing, or are attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member.

Homeless Hotline connects individuals who are currently homeless, or at risk of becoming homeless with homeless services and programs in the city. The telephone line can be reached by calling (510) 522-HOME (4663) Monday through Friday from 9:00 a.m. to 5:00 p.m.

Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

Homeless System of Care is another way of describing the Continuum of Care (CoC) and the network of partners who come together to work to support people experiencing homelessness or at risk of homelessness. The Homeless System of Care is visually depicted in this Progress Report's system map.

Housing and Urban Development (HUD), U.S. Department of, is the federal agency responsible for national policy and programs that address housing needs, improve and develop communities, and enforce fair housing laws.

Housing Choice Vouchers (HCVs), formerly known as the Section 8 program, are long-term rental subsidies funded by HUD and administered by Public Housing Authorities that can be used to help pay for rent.

Housing Element is the City's plan to meet the housing needs of everyone in the community and is incorporated into the City's General Plan, or blueprint for how the city will grow and develop. Housing Element Updates are required every five years by the California Department of Housing and Community Development to guide the creation of housing policy in Alameda.

Housing First is a well-accepted, national, evidenced-based best practice that eliminates barriers to housing, ensuring individuals and families can exit homelessness as quickly as possible. Housing First is an approach to quickly and successfully connect households experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered on a voluntary basis to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Landlord incentive programs provide education and incentives to landlords to make it more likely they will rent to people experiencing homelessness. They can provide funding to support risk mitigation (compensating landlords if tenants harm their premises) and financial incentives that make landlords more likely to rent to people transitioning out of homelessness.

Local preference is a housing policy that ensures affordable housing units developed in the city would be first made available to local residents and/or workers (to the extent permitted by law) to help address displacement and increase the availability of affordable housing.

Low-barrier shelters are emergency shelters that have removed most requirements/obstacles for entry into the program so that households are more likely go indoors to connect to services rather than stay on the street. For example, unhoused residents are allowed to bring their pets and possessions, to live with their partners, and do not have to exit the shelter each morning. They are not expected to abstain from using alcohol or other drugs, so long as they do not engage in these activities in common areas of the shelter and are respectful of other residents and staff.

McKinney-Vento Act is a federal statute that has a more expansive definition of homelessness than the HUD definition. The Act requires schools to track students experiencing homelessness. For public education programs up through high school, homelessness includes people experiencing homelessness under the HUD definition, but also includes youth who are couch surfing or doubled-up (e.g., with multiple families sharing the same space).

Non-congregate shelters provide overnight sleeping accommodations with individual quarters, such as hotels, motels, and dormitories.

People with lived experience is a term used to refer to people who have lived through the experience of homelessness and have first-hand knowledge of what it feels like to live unsheltered and/or to move through the homeless system of care.

Point-in-Time (PIT) Count is a biennial process required of CoCs by HUD to count the number of people experiencing homelessness on a single night in January. The PIT count provides a snapshot of data available on the size and characteristics of the homeless population in a CoC over time.

Permanent Supportive Housing (PSH) provides long-term housing with intensive supportive services to persons with disabilities. These programs typically target people with extensive experiences of homelessness and multiple vulnerabilities and needs who would not be able to retain housing without significant support.

Prevention is a strategy intended to target people who are at imminent risk of homelessness (whereas diversion usually targets people as they are initially trying to enter shelter).

Rapid Rehousing (RRH) provides rental housing subsidies and tailored supportive services for up to 24-months, with the goal of helping people to transition during that time period to more permanent housing.

Rent Program administers the [Alameda Rent Ordinance](#), a section of the municipal code that regulates residential rental units in the City of Alameda. Among its main provisions, the Rent Ordinance: regulates and limits rent increases for most rental units; regulates and limits the grounds for which a landlord may terminate a tenancy, and may require relocation payments for tenants who are displaced from a rental unit through no fault of their own; and requires landlords to register rental units and pay an annual program fee.

Shared housing is a living arrangement between two unrelated people who choose to live together to take advantage of the mutual benefits it offers.

Social Services and Human Relations Board (SSHRB) was established in the City Charter and Ordinance to assess and report to the City Council the social service needs of the people of Alameda and to encourage the formation of private social welfare organizations to serve those unmet needs.

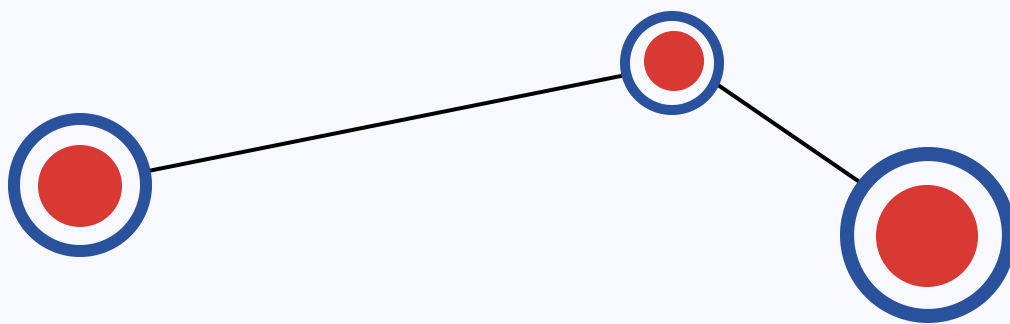
Street outreach involves multi-disciplinary teams who work on the streets or in encampments to engage with people experiencing homelessness who may be disconnected or alienated from services and supports that are offered at an agency.

Supportive services include assistance applying for benefits, mental health and substance use services, outpatient health services, information and referral services, child care, education, life skills training, employment assistance and job training, housing search and counseling services, legal services, outreach services, transportation, food assistance, risk assessment and safety planning (particularly for individuals and families experiencing domestic violence), and case management services such as counseling, finding and coordinating services, and monitoring and evaluating progress in a program.

Transition Age Youth (TAY) are persons between age 18 and 24 who are transitioning from childhood to adulthood.

Transitional Housing provides temporary housing accommodations and supportive services. While many households benefit most from direct connections to permanent housing programs such as RRH or PSH (which are often more cost-effective over the long term), transitional housing can also be an effective support in the intermediary. Certain subpopulations, such as people fleeing domestic violence and transitional age youth, can meaningfully benefit from a transitional housing environment.

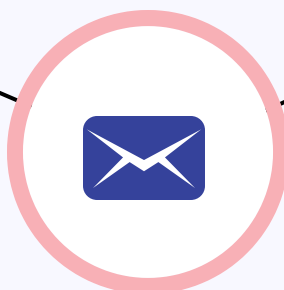
If you have any further questions or concerns don't hesitate to contact us!



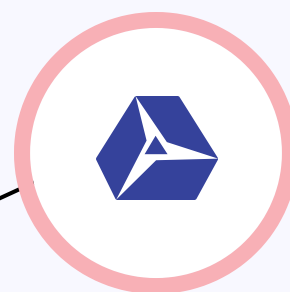
Thank you for your attention!



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