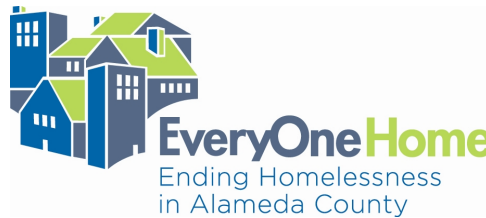


Measuring Progress - Achieving Outcomes

2013 Progress Report on Ending Homelessness in Alameda County, CA

June 2014

by



**Alameda County
Housing and Community Development Department
HMIS - InHOUSE**

Aspire Consulting LLC



Acknowledgements

This is Alameda County, California's fourth annual *Measuring Progress – Achieving Outcomes* report. It evaluates the performance during calendar year 2013 of individual programs and the system as a whole 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, and support our efforts to improve the system of care and bring about an end to homelessness by using local HMIS 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 A for a complete list

EveryOne Home Performance Management Committee

See Attachment A for a full list of members

EveryOne Home Leadership Board

See Attachment A 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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Executive Summary

The 2013 Measuring Progress: Achieving Outcomes Report provides more information than ever before about our performance as a continuum. Our community has plenty to celebrate, opportunities to improve, and areas for further inquiry and analysis. This summary highlights additions to this year's report, examines some key results, and discusses their implications for system planning and future directions for our work on measuring and reporting on performance.

New this year

The data presented in this report reflect the performance of the Homeless Continuum of Care System (the Continuum) from January through December 2013 on outcome measures related to housing, income, and system efficiencies. The system redesign work that the Continuum is currently undergoing will refine our outcome measures, and may result in this report being the final one that presents our performance in this way. Given that, the Performance Management Committee, which oversees the production of this report, recommended including data from 2010-2012 as well as 2013, along with a discussion of trends across the life time of the Outcomes Initiative. Figure 1 also includes performance data from 2009, which the community used in establishing the sector benchmarks.

In addition to presenting four years of data, the report contains two other noteworthy additions; the Rapid Re-Housing (RRH) sector is again included, as new RRH programs have been added to the system, and exits to permanent housing for individual RRH programs are reported here for the first time.

Second, in response to the community's request to further explore types of exits to permanent housing, this report adds three sector pie charts [Emergency Shelter (ES), Transitional (TH), and RRH] to the systemwide chart in figures 18-20. The report also compares exit rates to permanent housing between several sub-populations, such as singles versus families and persons with and without disability.

Key Results and Implications for Planning and Performance Improvement

Exits to Permanent Housing: In 2013, 2,731 people (or 43%) exited our system's programs to permanent housing (PH). **This reflects 770 more exits to PH than in 2012, a 39% increase.** The 2013 exit rate to PH represents a return to the system's highest rate, first achieved in 2011 at the height of the Homeless Prevention and Rapid Re-Housing (HPRP) program. Starting in 2010, HPRP provided our Continuum several million dollars each year, assisting thousands to obtain or maintain their housing. HPRP dollars were expended by the end of July 2012 and the Continuum saw PH exits dip that year to 38%. In 2013, programs continued to utilize the rapid re-housing strategies developed in the HPRP era, and EveryOne Home and local funding partners worked to expand RRH and prevention resources. Not only did the systemwide exit to PH rate recover to 43%, it did so with fewer rehousing resources.

Four sectors – Emergency Shelters (ES), Rapid Re-Housing (RRH), Drop-In Centers (DIC) and Outreach Programs - met their benchmarks for exits to PH. Though the Transitional Housing (TH) sector still did not reach benchmark, it improved its performance by 9 percentage points from 59% in 2012 to 68% in 2013. **In 2009, the year the benchmarks were established, 25% of programs in each sector met that sector's housing benchmark. In 2013, the proportion of programs meeting benchmark is 50% or more in all but the Services Only - Case Management Sector.**

In addition, the performance of the 48 programs with four years of data indicate:

- Six programs met their PH performance benchmark all four years, three of them shelters.

- Fifteen programs met benchmark three of the four years, seven of those performing below benchmark in 2010 only, which was the baseline year of the Initiative.
- Another eight programs improved each year, with five of those meeting benchmark by 2013.
- There were also programs with inconsistent performances year over year; four that met benchmark in two years and seven who met it once.
- Finally, eight programs had performances well below their sectors benchmarks all four years without a pattern of steady improvement. In cases where performance is not meeting expectations, providers and funders have jointly taken actions ranging from technical assistance, changing operators, program redesign, and resource reallocation - all with the intention of ensuring people with a housing crisis get the most effective resolution possible.

Types of Permanent Housing: For the fourth year in a row, two thirds (67% in 2013) of the exits to permanent housing were to unsubsidized housing, a category that includes rentals without subsidy (42%), friends and family on a permanent basis (24%), and home ownership (1%) (see figure 16). Compared to last year, exits to rentals without subsidies were up by 4 percentage points and to friends and family down by 2 points. The proportion of exits to different types of permanent housing varied by sector (see figures 18-20).

These results invite us to think about how the system might be working in ways we want to build on and in ways we to change. The data do not answer these questions, but encourage their exploration during our system redesign planning. Examples include but are not limited to:

1. Do exits from shelters to subsidized rentals indicate that programs are able to utilize RRH to move people back into housing more quickly? Would we like to expand this strategy over time?
2. Do RRH programs have a high portion of their exits to subsidized and supportive housing because we have been using them as a bridge resource to get people with VASH and Shelter + Care subsidies off the streets and assisted during their housing search? Is this strategy a necessary and cost-effective use of these funds or might it be directing a scarce resource (RRH) toward interventions that are already more resource-rich?
3. Most exits to PH from transitional housing are going to permanent supportive housing and rentals with subsidy (38% combined), followed closely by unsubsidized rentals at 34%. Exits to friends and family are 28% of all PH exits (figure 19). What is that telling us about the role of TH in our current system? Is this the most cost effective way to bridge people to subsidized housing or should this resource be targeted differently?
4. What other information should be included in future versions of this outcomes report and our analysis systemwide? Some possibilities include: the proportion of people who receive services in multiple sectors and from which sectors, as well as a closer examination of “stayer” data, not just data about exiters.

Who Gets Permanently Housed: When developing the outcome measures for the System in 2009, the development team considered what factors should be accounted for in setting different performance benchmarks. Recognizing that the data was very limited, the team reviewed a statistical analysis that compared outcomes by population type, geography, and program type; it was only the program type that seemed to produce significant variations in performance. The team decided to create varying benchmarks for the different sectors of the Continuum, and to revisit the population type in the future. This report compares rates of PH exits for four different sets of sub-populations: chronically homeless

versus non-chronically homeless; disabled versus non-disabled; singles versus families; and those with a domestic violence history to those without one. (See figure 21) The most significant difference in rate was between singles and families, with families exiting to PH at 60% and singles at 38%. Disability and a history of domestic violence appeared to have negligible or no impact, while the chronically homeless exited to PH at a rate of 30% and those who were not at just over 40%. These differences may point more to the level and targeting of resources available within our system than they do about the inherent likelihood of exiting to housing for any given group. For example, while persons in families make up approximately 32% of the Continuum's homeless population (2013 Homeless Count and Survey Report, p. v), 47% of the temporary and permanent supportive housing year-round capacity is targeted to families with children (2014 Housing Inventory Chart). This is an area for a great deal more discussion and prioritizing in the system redesign work, including modified outcome measures and benchmarks.

Returns to Homelessness: The Returns to Homelessness captured in this report are for people who exited the system in 2012 to permanent housing and subsequently reentered HMIS as homeless within in the following twelve months. Figure 22 indicates that the systemwide rates of Returns to Homelessness nearly doubled from 7% each of the three subsequent years to 13% in 2013, with RRH having the lowest return rate at 4% and shelters the highest at 22%. It is not clear why our rate has increased. Given the Continuum's consistently low rate for three years, is this report's data an anomaly, or does it represent the start of a concerning trend? As our Continuum continues to work on increasing the numbers of persons permanently housed with higher volumes and better exit rates, it is important to keep our eye on the net exits to permanent housing.

Returns to Homelessness is being watched closely both nationally and locally as an indicator of whether housing interventions that serve higher risk populations and/or are shorter in duration and less costly then leave people at greater risk of becoming homeless again. Many question if the negative consequences outweigh the perceived benefits of these strategies. Our continuum's data does not demonstrate that people helped with lower cost interventions, such as RRH, are more likely to return to homelessness. In the future, the Continuum may want to develop ways to track Returns to Homelessness by level of housing barrier, length of intervention, or cost of intervention in our efforts to resolve homelessness for the most people, in the shortest time, and in the most cost effective way.

Retention and Turnover in Permanent Supportive Housing: Figure 23 demonstrates that the Continuum consistently meets or exceeds the benchmarks set for retention of PSH, with six months retention rates at 99-100% all four years; twelve month retention rates at 97-98% all four years; and thirty-six month retention rates at 90-91% for three of four years including 2013. Turnover in our PSH sector continues to be around 10% (254 people) with more than half of those who leave going to less expensive permanent housing and less than 10% returning to homelessness or unknown destinations (figure 25).

Increasing those with any income, especially earned income: Maintaining or increasing income is a key strategy for retaining permanent housing, and the Continuum improved on these benchmarks systemwide and in virtually every sector. For persons who came into the system with no income, 24% exited with some systemwide (figure 26). Six of nine sectors saw their rates go up on this indicator and six of nine sectors met their benchmarks. Every sector and the Continuum as a whole increased the proportion of persons exiting with earned income from 14 to 22% (figure 28). The national benchmark set by the Department of Housing and Urban Development (HUD) is 20%. Our community had set higher benchmarks for sectors where earned income was a more likely outcome—TH, Rapid Re-Housing, Prevention, Employment and SSO Tied to PH. Only the Prevention sector met that higher benchmark.

With changes to the Annual Performance Report, the limitations of what these data tell us, and new measures such as “access to mainstream benefits” being scored in HUD funding competitions, the Continuum wants to revisit how we measure and report on increases in income and benefits.

System Efficiencies: The report indicates two concerning trends. More exits from Emergency Shelters, Employment Programs, and Case Management Only programs were to the streets or other shelters (figure 32). In the Employment Sector this may be a reflection of a large number of administrative exits from one program in 2013. The Continuum has two complimentary goals: first, to increase exits to permanent housing; and second, to decrease exits back into homelessness. Performance improved on the first and declined modestly on the second.

Reducing program lengths of stay serve as the Continuum’s proxy for reducing the time a person spends homeless. Reducing the amount of time persons spend in TH and ES also increases system capacity by increasing the turnover or “through-put”, meaning more persons could benefit from the resource in the course of a year. Length of stay is measured for all leavers and for those exiting to PH from those two sectors (figure 33). For both sectors, the average length of stay for those exiting with permanent housing was longer than the average of all exits, seeming to indicate that longer stays produce more quality exits. However, as noted above the rates of exits to streets and shelters also increased in 2013. Optimal system performance is achieved by balancing efficiency and effectiveness. Less time homeless is an indicator of an efficient system; leaving with permanent housing is an indicator of an effective system. The HEARTH Act envisions a system that helps people who lost their housing return back to permanent housing within 30 days. These outcomes indicate our Continuum has a way to go before the HEARTH Act’s laudable goal is a reality in our system.

Collaborations with Mainstream Systems: The Continuum has long recognized preventing and ending homelessness requires partnerships that extend beyond homeless assistance agencies. Stakeholders continue to expand and solidify collaborations with other systems of care, such as the Veterans Administration, Child Welfare, and criminal justice. Beginning on page 29, this report features programs expanded or piloted during 2013 with these mainstream partners to resolve the housing crises of individuals and families in their systems.

Reflection and Learning

The Outcomes Initiative launched in 2010 with the adage, “What gets measured gets done!” That has been true in many respects. The Continuum asked all sectors of our system to focus on exiting people to permanent housing, and overall the system went from 28% of exits being to PH to 43%. We also quickly discovered that the outcome measures selected and reported on do not tell the full story of our work. Yet with its limitations, our Outcomes Initiative helped to inspire improved performance across the Continuum, as published results spurred innovation, creativity, and collaboration.

As we seek to continually improve our performance and our capacity to measure it, we can carry the following findings into our future efforts:

1. Data and benchmarks can help us be more effective;
2. Performance measures are interconnected and need to be mutually reinforcing;
3. We will always want to know more;
4. We can act constructively, informed by what we do know; and
5. Performance improvement is possible. We proved that.

Background

The EveryOne Home Plan to prevent and end homelessness in Alameda County by the year 2020 was published in 2006 and an organization by the same name launched in 2007 to lead implementation. Since then EveryOne Home and community stakeholders have worked hard to honor the Plan's charge to "measure success and report outcomes," the fourth of the Plan's five major strategies.

The data presented in this report reflects the performance of the system of care from January through December 2013 on outcome measures related to housing, income, and system efficiencies. The report includes some comparisons to 2010 2011, and 2012 data and identifies noteworthy trends. The measures discussed in this report represent the community's best thinking on how to evaluate our progress toward ending homelessness through achieving the outcomes expressed in both the federal HEARTH Act and the EveryOne Home Plan. The EveryOne Home systemwide outcomes first adopted in 2008 are:

1. 15,000 homeless households obtain permanent housing by January 2020;
2. The amount of time between disclosure of a housing crisis/homelessness and stabilization or residence in permanent housing is reduced from months, even years, to weeks;
3. 85% of those who obtain permanent housing will maintain it for at least one year and 65% will maintain their housing for at least 3 years.

The goals included in the HEARTH Act passed in 2009 are similar:

1. Reduce the length of time individuals and families remain homeless (the federal goal is 30 days);
2. Reduce the rate at which individuals and families who obtain housing return to homelessness;
3. Ensure all homeless individuals and families in a given region are served;
4. Grow jobs and income for homeless individuals and families;
5. Reduce the number of individuals and families who become homeless; and
6. Reduce the overall number of homeless individuals and families.

At the federal level, communities will be evaluated on their progress toward these goals as a system rather than as individual agencies, and our performance will affect the amount of federal homeless assistance dollars available to Alameda County in the years to come.

To meet HEARTH Act and EveryOne Home Plan expectations, individual programs must perform well on outcome measures that are appropriate to their role in the system of care. The standardized outcomes and performance benchmarks adopted in 2010 for our system sorts programs into the following sectors:

- Emergency Shelter (ES)
- Transitional Housing (TH)
- Permanent Supportive Housing (PSH)
- Rapid Re-Housing (RRH)
- Prevention (Prev)
- Drop-In Center (DIC)
- Outreach (Outreach)
- Employment Programs (Emp. Prog.)
- Services Only programs tied to Permanent Housing (SO-Perm)
- Services Only programs with Case Management not tied to permanent housing (SO-CM)

This report uses these sector names and their abbreviations as labels on the charts and in the narrative throughout. Some performance measures apply to several sectors, such as "exits to permanent

housing”. Others are specific to one or a few sectors. For example, the outcome of avoiding exits to streets or shelter applies to Emergency Shelters, Employment Programs, and Services Only-Case Management sectors. Performance benchmarks, the rate at which outcome measures are to be achieved (i.e. 65%, 40%, etc.), were established based on the sector’s actual performance in 2009. In most cases 25% of agencies were already performing at that benchmark rate. In addition, the community determined that programs demonstrating an increase of at least 10 percentage points above their prior year’s performance would be viewed as meeting the improvement benchmark even if they had not yet reached the performance benchmark. See Attachment B for a chart of outcome measures and benchmarks by sector.

It is anticipated that these benchmarks and sector-specific outcome measures used for the last four years will be examined and potentially modified in the current system redesign process convened by EveryOne Home and concluding in the fall of 2014. The current system of care has made significant strides toward meeting these benchmarks and the community has articulated a need to modify the benchmarks to reflect the advancements of our system. Additionally, modifying the outcomes, benchmarks, and this report format would better align Alameda County with new federal guidelines and expectations, improved reporting capacity, and local practices that effectively and efficiently end homelessness.

Within each outcome area, performance is described by sector and by the programs within that sector. All program names throughout this report have been abbreviated; please see Attachment C for the full program names and corresponding abbreviation.

Permanent Housing

➤ Obtaining Permanent Housing (Figure 1)

Overall the system rate of exiting to permanent housing increased from 38% in 2012 to 43% in 2013, mirroring the 2011 systemwide rate at the height of HPRP. The most significant increase occurred in 2011 – a 10 point gain from 33% to 43%. After the marked improvement, a fairly consistent rate was maintained through 2012 and 2013 despite substantially reduced resources for rapid re-housing and prevention in 2012. The use of rapid re-housing strategies, housing support staff, and landlord relationships contributed to the 2013 rate returning to its 2011 high mark of 43%. The current average system exit rate of 43% represents 2,731 persons who exited to permanent housing of the 6,367 total persons exited from all programs in the Continuum. 2013 reflects two other notable items:

- an increase of just over 1,100 persons served by the system as a whole, (from 5,180 to 6,367) and
- an increase of 770 people exiting to PH from 2012 (from 1,961 to 2,731).

The additional 770 people who exited to permanent housing represent a 39% increase from 2012 in the number of people leaving for permanent housing.

In 2013, the Emergency Shelter, Rapid Re-Housing, Drop-In Centers, and Street Outreach sectors met their benchmarks (four of seven sectors). The Transitional Housing sector increased from 59% to 68% in 2013. Although Drop-In Centers increased by 21 percentage points, 2012 appears to be atypical – a possible result of a larger volume of administrative exits than normal. The 2013 level is more consistent with 2010 and 2011 levels. Rapid Re-Housing, Outreach, and SO-CM Only each saw small declines, while Employment programs dropped much more significantly, though, as with Drop-In Centers, this brought the sector back to its historical levels and may also be due in part to a large number of administrative exits in one program.

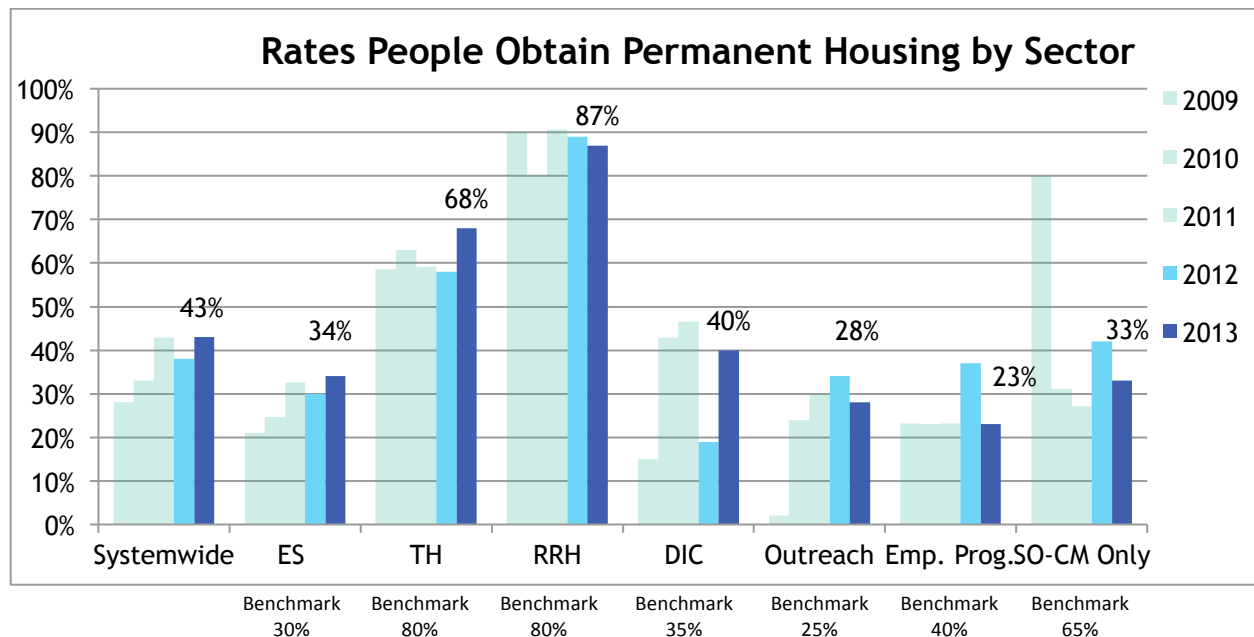


Figure 1 Percentage labels indicate 2013 actuals. Source for Systemwide data: InHOUSE Report “Outcomes Report” 4/7/2014 (run Systemwide). Sources for Sector data: InHOUSE Report “Outcomes” 3/25/2014 – 4/28/2014 (run for each sector), 2013 Alameda County. All year data excludes HPRP programs except RRH sector.

Emergency Shelter (ES) Sector (Figures 2 - 3): Fifteen emergency shelters in Alameda County exited 2,257 people from their programs in 2013, 34% of whom exited to permanent housing – a four point increase from 2012. Even though Emergency Shelters have experienced significant funding cuts to their operations, including the ending of HPRP, they helped 759 people exit to permanent housing, the most of any sector in the Continuum by far. In 2013, eight shelters met the sector benchmark of 30%, and three were within ten points of meeting the benchmark. Two programs reached or exceeded 50% of their exits to permanent housing: FELM and BFMW. Figure 2 below displays the rates of exits to permanent housing for each shelter in the sector labeled by an abbreviated program name.

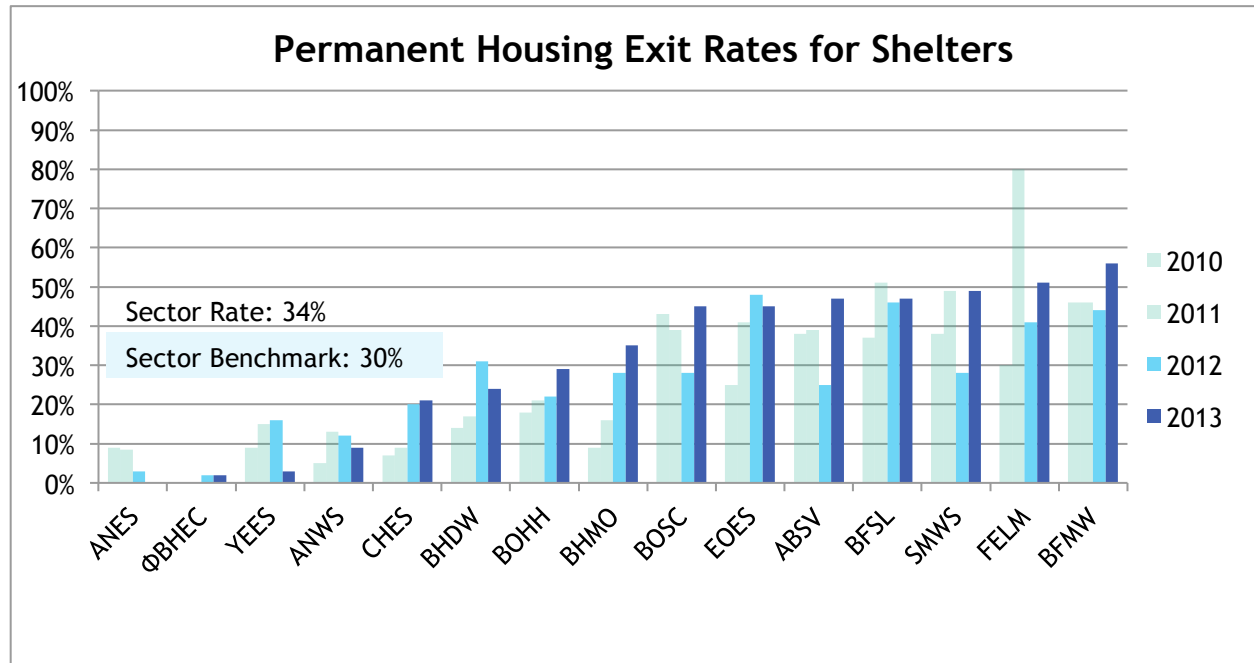


Figure 2 Source: InHOUSE Report “Outcomes” 3/24/2014 (run for Shelter sector and combined programs), 2013 Alameda County. Φ BHEC operates overflow cots within BHMO to meet the immediate needs for shelter, but does not provide housing services, thus permanent housing exits are not expected as a result of the BHEC shelter contract.

Figure 3 shows each program’s total volume of exits to permanent housing, total number of exits, the rate of exit to housing, and point-in-time occupancy rates. This year, the table was expanded to include a time measure: of those who exit to permanent housing, what is the rate doing so within 60 days of entry into the program. Alameda County’s benchmark is 50%. Of the fifteen shelter programs, eight met this benchmark. Of the remaining seven programs, one is at 0%, while the other six range between 31% and 48%. The occupancy benchmark for shelters serving singles and mixed populations is 90%, while the occupancy benchmark for shelters exclusively serving families is 85%. Occupancies below are for a point-in-time: the night of January 29th, 2014. On that night, the average occupancy rate for all shelters (those in this report and non-HMIS-using shelters) was 86%.

	ANES	BHEC	YEES	ANWS	CHES	BHDW	BOHH	BHMO	BOSC	EOES	ABSV	BFSL	SMWS	FELM	BFMW	2013 Total	2012 Total
Exits to Perm. Housing	0	4	2	8	24	69	47	93	29	158	117	67	27	34	80	759	729
Total Exits	30	171	64	91	115	285	160	262	65	355	250	143	55	67	144	2257	2439
% Exited to Perm. Housing	0%	2%	3%	9%	21%	24%	29%	35%	45%	45%	47%	47%	49%	51%	56%	34%	30%
Of exits to PH, % ≤ 60 Days	0%	100%	100%	54%	75%	83%	36%	48%	44%	39%	31%	66%	47%	50%	71%	52%	52%
Point In Time Occupancy	N/A	N/A	100%	91%	61%	100%	88%	97%	88%	98%	94%	97%	100%	100%	100%	86%	89%

Figure 3 Source for exit data: InHOUSE Report “Outcomes” 3/24/2014 (run for Shelter sector and combined programs), 2013 Alameda County. Source for point-in-time occupancy: Alameda County 2014 Housing Inventory Chart. N/A because program closed or reported elsewhere.

Highlights of Shelter Exits to PH

In 2013, eight shelters met the sector performance benchmark (53%, the most ever), and none of the other seven met the alternative improvement benchmark of increasing their rate by at least ten percentage points.

Two shelters reached the 50% mark: FESCO Les Marquis and Building Futures Midway.

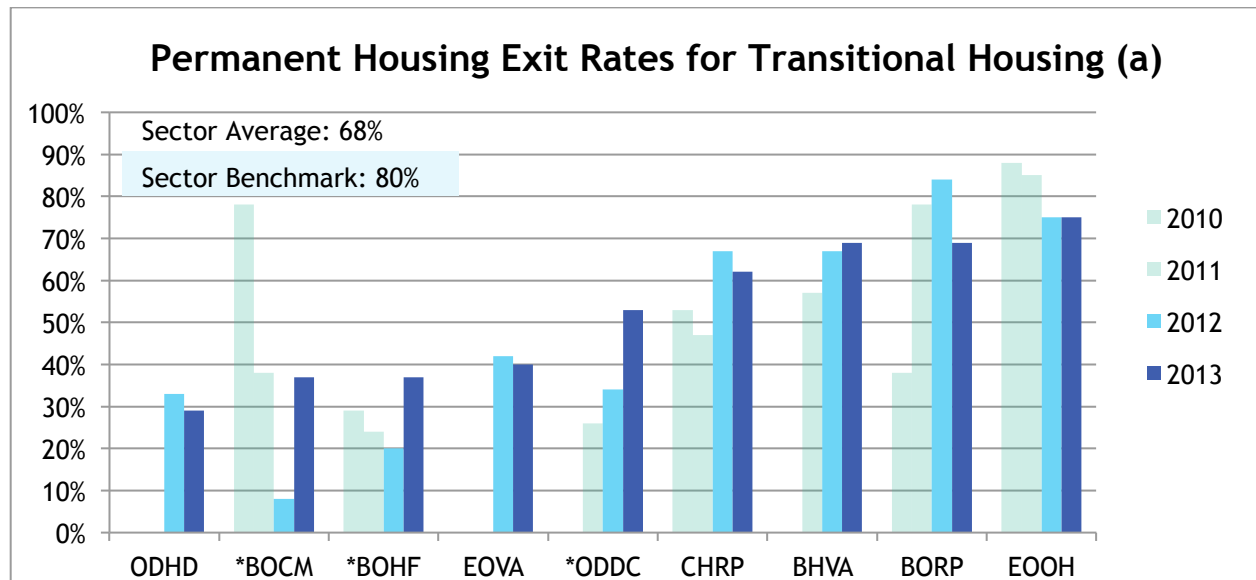
Since 2010 three programs have consistently performed at or above the sector benchmark for all four years. BFSL, FELM, and BFMW. Four others, BOSC, EOES, and ABSV, and SMWS met the sector benchmark three out of the four years.

Since 2010, several programs have shown consistent improvement, starting with performances that fell far below benchmark and improving steadily over the last four years. Those programs are: CHES, BOHH, and BHMO. Greatest improvement over four year time span is BHMO, now meeting the benchmark and recording an increase from 9% in 2010 to 35% in 2013.

Transitional Housing (TH) Sector (Figures 4a-c - 5): Twenty-eight transitional housing programs had 882 people exit in 2013, 606 of whom exited to permanent housing, a rate of 68%. While TH saw a decrease of fifty-seven people in its total volume, fifty additional people exited to permanent housing, resulting in a nine percentage point improvement sector-wide from 59% to 68% in 2013. 2013 marks the highest rate of performance for the sector since reporting began.

Just over half of the programs (15 of 28) met the benchmark for exits to permanent housing, with an additional five programs meeting the 10 point improvement benchmark. Of those meeting the improvement benchmark, all did so by at least 15 percentage points. One quarter of the programs exited 100% of their participants to permanent housing. Four of those seven (BOMC, BOSF, EOFT, and WDBH) are site-based programs where people have to move out; the other three (ABHS, ACLK, and BOHS) are subsidy-based, “transition in place” programs where people take over the lease and full rent payments at the end of the program. The total number of exits at these seven programs was 101.

Only APBC has met the benchmark all four years. BOMC is very close with 78% in 2010 and surpassing the benchmark in the three subsequent years.



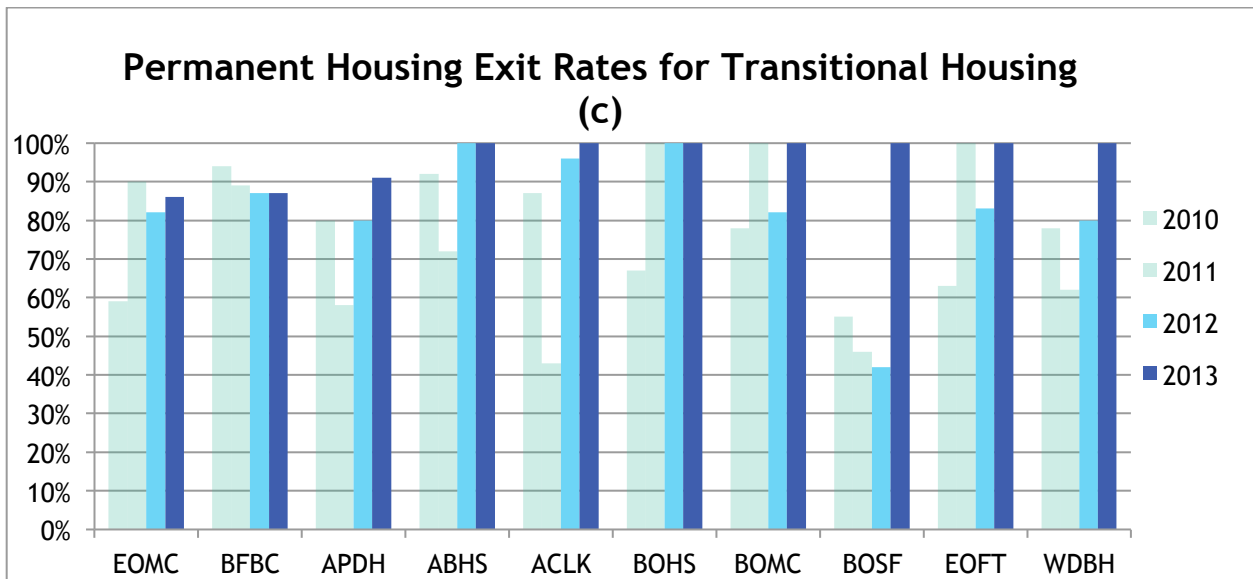
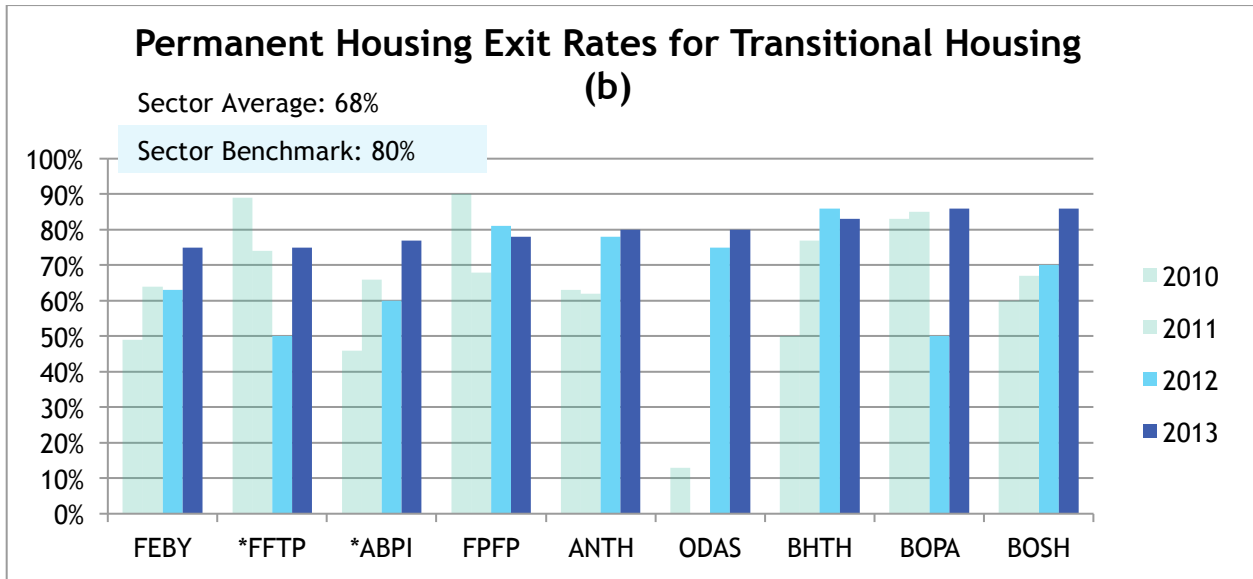


Figure 4a-c Source: InHOUSE Report “Outcomes” 3/28/14 (run for TH sector), 2013 Alameda County.

Figure 5 below includes permanent housing and occupancy data. The occupancy benchmark for transitional housing programs is 90%. Occupancies below are for the night of January 29th, 2014, when the point-in-time occupancy of all transitional housing programs countywide was 83%. Examining occupancy rates allows the Continuum to evaluate whether all programs are being utilized to their fullest. In the case of TH, half of the programs operated below the occupancy benchmark, including four of the seven that had 100% of their exits to permanent housing. In family units, lower occupancy can result from smaller families moving into a unit that can accommodate more people. It can also mean a program is underutilized. Additional follow-up is needed with each program to fully understand the basis for low occupancy.

	Exits to Permanent Housing	Total Exits	% Exited to Perm. Housing	Point-in-Time Occupancy
ODHD	29	99	29%	143%
BOCM	10	27	37%	76%
BOHF	23	62	37%	100%
EOVA	19	47	40%	80%
ODDC	25	47	53%	113%
CHRP	24	39	62%	100%
BHVA	11	16	69%	92%
BORP	9	13	69%	87%
EOOH	6	8	75%	129%
FEBY	40	53	75%	82%
FFTP	12	16	75%	89%
ABPI	23	30	77%	123%
FPPF	69	88	78%	102%
ANTH	45	56	80%	N/A
ODAS	4	5	80%	86%
BHTH	43	52	83%	92%
BOPA	12	14	86%	100%
BOSH	12	14	86%	89%
EOMC	30	35	86%	80%
BFBC	20	23	87%	82%
APDH	39	43	91%	25%
ABHS	12	12	100%	57%
ACLK	17	17	100%	130%
BOHS	16	16	100%	45%
BOMC	2	2	100%	76%
BOSF	13	13	100%	97%
EOFT	35	35	100%	112%
WDBH	6	6	100%	75%
2013 Total	606	888	68%	83%
2012 Total	556	945	59%	87%

Figure 5 Source for exit data: InHOUSE Report “Outcomes” 3/28/14 (run for individual programs and TH sector), 2013 Alameda County. Source for point-in-time occupancy: Alameda County 2014 Housing Inventory Chart.

Highlights of Transitional Housing Exits to PH

Fifteen programs (53%) met or surpassed the 80% sector performance benchmark, while five additional programs met the improvement benchmark by increasing 10 percentage points or more. Five programs that did not meet the performance benchmark were within five points of meeting it.

Only BFBC has met the benchmark all four years. BOMC is very close with 78% in 2010 and surpassed the benchmark in the three subsequent years.

Rapid Re-Housing (RRH) Sector (Figure 6 - 7): More than three quarter of the programs (10 of 13, 77%) met the RRH sector benchmark of 80% exits to permanent housing. 333 of 381 people exited to permanent housing from RRH, accounting for nearly half of the increase in exits to PH in 2013.

HUD has placed an emphasis on RRH as a best practice for ending homelessness, particularly family homelessness; Alameda County implemented this model very successfully through HPRP and has since expanded the number of RRH programs and the populations targeted with these resources. As such, this section of the report is new and features data about each RRH program. Prior RRH data was only for HPRP RRH as a whole and is not included here. Figure 7 below represents only 2013 data.

In general, RRH programs offer three core service components: financial assistance for security deposit and/or a short-medium duration rent subsidy that often tapers off; housing location assistance; and housing case management during the housing search and up to six months after the subsidy ends to remove barriers to accessing housing and help people retain their new housing. Beyond these commonalities within RRH programs, the programs are governed by different regulations for key areas such as the eligibility, length of program participation, the depth and duration of the rental subsidy, and the types of support services additionally offered that may affect outcomes.

There are three population-specific RRH programs: families undergoing reunification within foster care referred by the County Social Services Agency (FRHR - Family Reunification Housing Program Rapid Re-Housing), low-risk early release probationers (PRCR - Post-Release Community Supervision [now called Realignment Housing Program] Rapid Re-Housing), and homeless veterans, denoted by programs with a "V" as the third letter. In addition, a source of new funds for RRH is the Emergency Solutions Grant (ESG) that is operated either by a city or selected agencies within a jurisdiction. All programs funded by ESG are denoted with a "G" as the third letter.

Five of these programs are or operate as collaboratives with two or more sub-grantees or agencies providing the RRH services. In these instances, the program is listed by the lead agency or grantee.

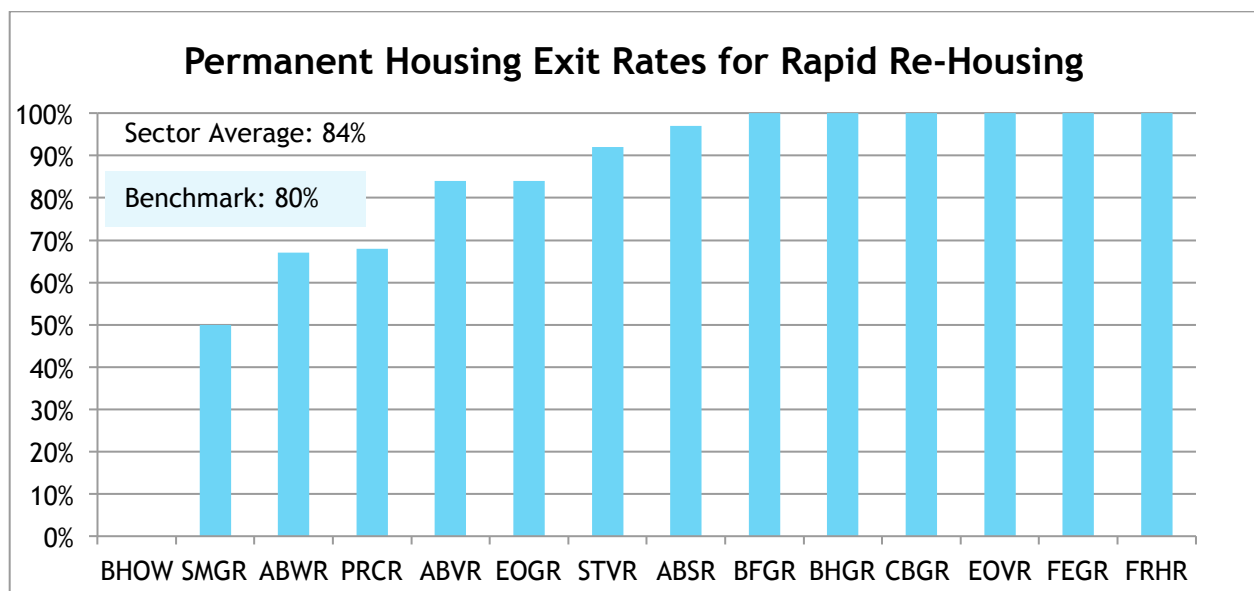


Figure 6 Source: InHOUSE Report "Outcomes" 03/31/2014 (run for Rapid Re-Housing sector) 2013 Alameda County.

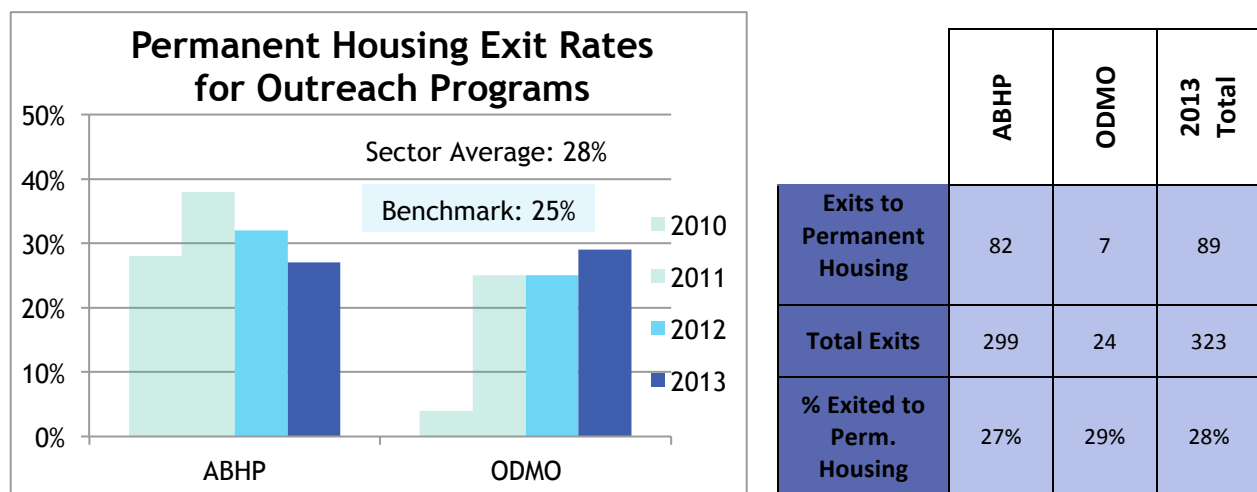
Figure 7 shows the volume of exits and exits to permanent housing by RRH program or collaborative. Some RRH programs did not have any exits in 2013 and are therefore not included in figure 6 or 7.

	BOHW	SMGR	ABWR	PRCR	ABVR	EOGR	STVR	ABSR	BFGR	BHGR	CBGR	EOVR	FEGR	FRHR	2013 Total
Exits to Permanent Housing	0	1	14	15	147	41	24	29	51	5	9	2	10	2	350
Total Exits	1	2	21	22	174	49	26	30	51	5	9	2	10	2	404
% Exited to Perm. Housing	0%	50%	67%	68%	84%	84%	92%	97%	100%	100%	100%	100%	100%	100%	84%

Figure 7 Source: InHOUSE Report "Outcomes" 3/31/2014 (run for Rapid Re-Housing sector) aggregated with Excel data for PRCS and FRHP. 2013 Alameda County.

Services Only Sectors (Figure 8 - 15): Figures 8 through 15 below present 2013 rates of exit to permanent housing of programs in four sectors: Outreach Programs, Drop-In Centers, Employment Programs, and Services Only–Case Management. Each sector has its own permanent housing benchmark. Due to program closures and consolidations within the Services Only-Case Management sector, the number of programs has reduced to two in 2013, with only one anticipated for 2014. These sectors and section of the report may be subject to modification in the future to best reflect the contributions of these programs to the system. Because of the variation in volume and program design, it is important for the reader to note the volume of exits along with the number of exits to permanent housing – not just the percentage rates.

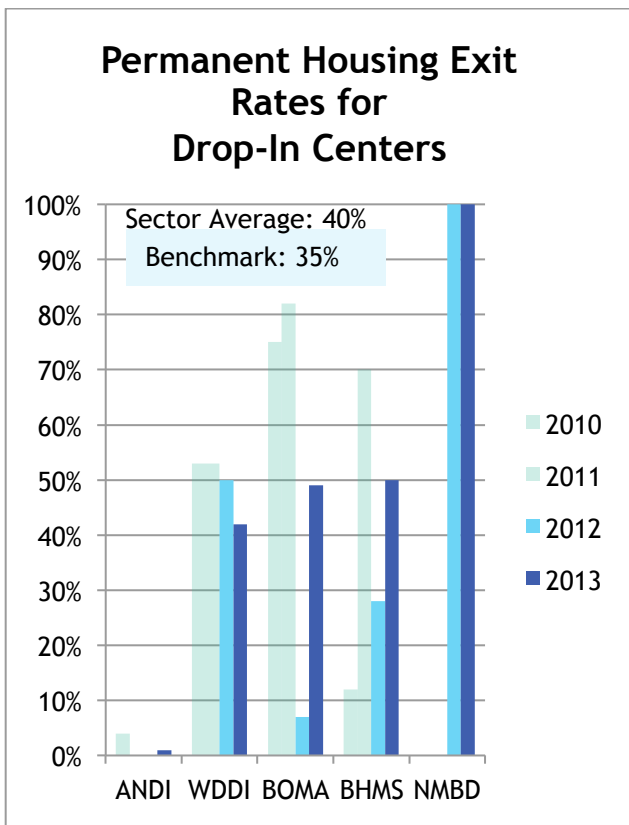
Both Outreach programs exceeded the benchmark in 2013 and have done so for at least three of the last four years. The total exits are ten times greater at ABHP (a countywide project) than at ODMO (a project primarily serving Oakland).



	ABHP	ODMO	2013 Total
Exits to Permanent Housing	82	7	89
Total Exits	299	24	323
% Exited to Perm. Housing	27%	29%	28%

Figure 8 and 9 Source: InHOUSE Report "Outcomes" 3/28/14 (run for Outreach sector), 2013 Alameda County.

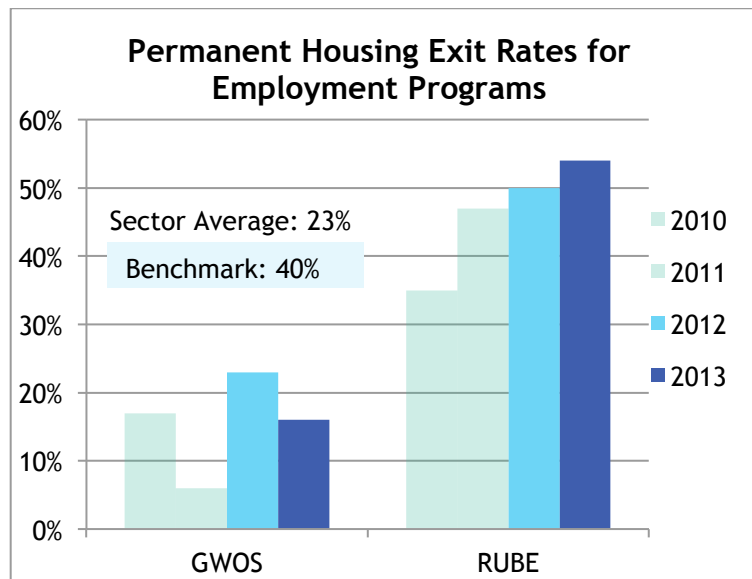
Drop-In Centers are unique in that they serve literally homeless and those housed, reported together in this data. Housed persons may partake of DIC services for social support, increased quality of life, or basic needs such as food or laundry. Drop-In Centers represent the largest variance in the number of exits, ranging from 2 to 1,198, which include an atypically large amount of administrative exits from one program (figure 11). DICs routinely have a large number of administrative exits due to the nature of the program. Atypically sizeable administrative exits affected the DIC sector and systemwide rates to housing in 2012, and are affecting the sector average and systemwide volume again in 2013. The 2013 exits from DICs are 1,674 compared to 756 in 2012. The sector exceeded its benchmark of 35% even with this large quantity of exits.



	ANDI	WDDI	BOMA	BHMS	NMBD	2013 Total
Exits to Perm. Housing	2	506	23	142	2	675
Total Exits	144	1198	47	283	2	1674
% Exited to Perm. Housing	1%	42%	49%	50%	100%	40%

Figure 10 and 11 Source: InHOUSE Report "Outcomes" 3/28/2014 (run for Drop-In Center sector), 2013 Alameda County. ANDI ceased operations in 2013.

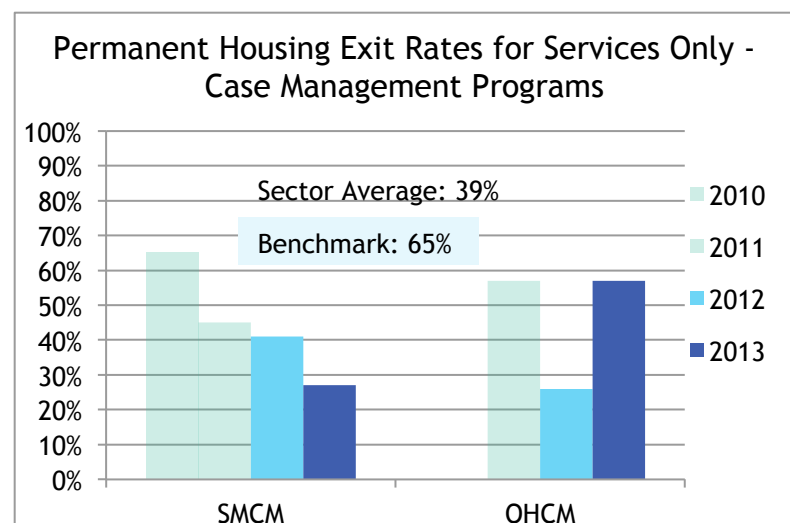
With only two programs (figure 12), the sector rate of 23% for employment programs is a limited reflection of the exits to permanent housing. RUBE met benchmark and has demonstrated steady improvement over the past four years. GWOS exited over one third more people to permanent housing than RUBE, and also had a high number of exits that impacted their rate of exits to permanent housing. Together they reported 252 exits to permanent housing in 2013 compared to 185 in 2012.



	GWOS	RUBE	2013 Total
Exits to Permanent Housing	141	111	252
Total Exits	876	204	1080
% Exited to Perm. Housing	16%	54%	23%

Figure 12 and 13 Source: InHOUSE Report "Outcomes" 4/17/14 (run for Employment Programs sector), 2013 Alameda County.

Services Only – Case Management sector now only contains two programs, and OHCM ended its services in 2013. Neither program met the sector benchmark, although OHCM did meet the improvement benchmark in 2013. These two programs combined exited 72 people, most of whom were also receiving services in another sector. This sector is likely to be one that is modified in the next version of this Report.



	SMCM	OHCM	2013 Total
Exits to Permanent Housing	12	16	28
Total Exits	44	28	72
% Exited to Perm. Housing	27%	57%	39%

Figure 14 and 15 Source: InHOUSE Report "Outcomes" 3/29/14 (run for Service Only—Case Management sector), 2013 Alameda County.

Highlights from Service Only Exits to PH

Both outreach programs ABHP and ODMO met the sector benchmark, moving more than 25% of those exiting into housing. Some of these people are moving directly from sleeping outdoors into permanent housing. ABHP has met the sector benchmark three of the last four years; ODMO has improved over the course of the last four years and meets the sector benchmark.

Drop-In centers in Alameda County have notably different program designs, and all serve some people who are already housed. If the two outlier programs are excluded, the three other programs exit 42-50% of people to permanent housing. WDDI has met benchmark all of the last four years. NMBD has met the benchmark for each of the two years data has been available, although it has only exited a few people.

RUBE exited its highest ever proportion of people to permanent housing in 2013. It has steadily improved from 35% in 2010 to 54% in 2013.

Services only – case management programs in this report have only have only met the sector benchmark once in the last four years. The community will need to think carefully about this sector and appropriate expectations for it in the redesign process.

The 2012 Achieving Outcomes event honored the progress of providers in Alameda County who were meeting the benchmarks in multiple outcomes, were the highest performing among their peers, or were the most improved. Photos below are from that event.



Types of Permanent Housing Obtained (Figure 16 - 21): In 2013, 67% of persons who exited the system to permanent housing did so to unsubsidized permanent housing, remaining consistent with the last four years. This rate includes rental housing with no subsidy (42%), family or friends on a permanent basis (24%), and ownership (1%). Figure 17 shows year over year rates to the various types of unsubsidized permanent housing. From 2012 to 2013, people who exited to rental housing with no subsidy increased four percentage points from 38% to 42%, while people who exited to live with family or friends on a permanent basis decreased two points from 26% to 24%. Additionally, the percentage of people who exited to permanent supportive housing increased by 4 points (from 9% to 12%) and rental with a subsidy dropped from 27% to 21%.

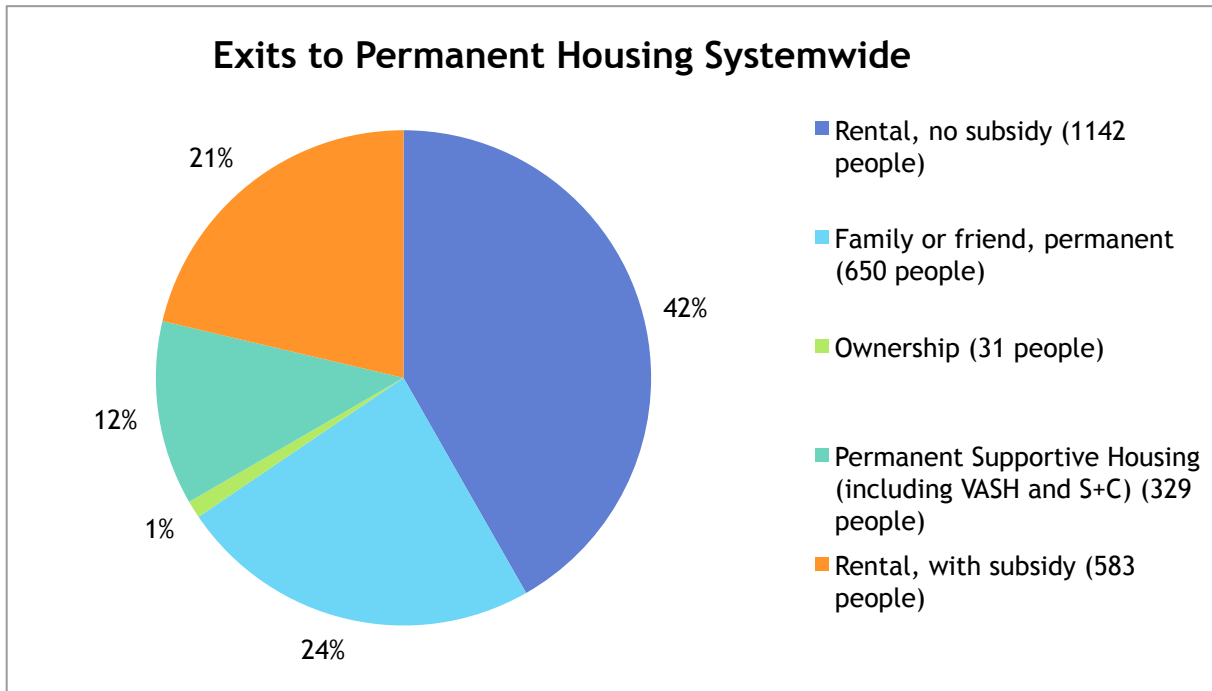


Figure 16 Source: InHOUSE Report “Outcomes” 4/7/14 (run Systemwide), 2013 Alameda County. Board and care exits added to rental, no subsidy.

Type of Unsubsidized PH	Rate in 2010	Rate in 2011	Rate in 2012	Rate in 2013
Rental, no subsidy	43%	43%	38%	42%
Family or friend, permanent	22%	21%	26%	24%
Ownership	1%	2%	1%	1%
Total Rate to Unsubsidized Housing	66%	66%	65%	67%

Figure 17 Source: 2010-2011 Achieving Outcomes Progress Report and InHOUSE Report “Outcomes” 4/7/14 (run Systemwide), 2013 Alameda County.

In response to community requests and to help understand more about the differences or similarities in what kinds of permanent housing people access by sector and population characteristics, two additional types of analysis about exits to permanent housing are included below (figures 18-21).

Exits to Permanent Housing by Sector: Figures 18-20 hone in on the proportion of exits to specific types of permanent housing displayed by the sector from which people exited, using the same color-coded legend as figure 16. This data is not deduplicated across sectors; a person who had an exit in more than one sector is reported in each sector to the respective exit destination.

Those who exit **Emergency Shelter** programs to permanent housing (figure 18), most commonly do so to family or friend with permanent tenure (38%, close to the systemwide rate of 34%) followed closely by exits to a rental unit with a subsidy (33%, double the systemwide rate).

Those who exit **Transitional Housing** programs to permanent housing (figure 19) are more heavily exiting to subsidized housing both with and without services (37%), followed by rental, no subsidy at 34%. Friends and family is lowest rate at 28%.

Those who exit **Rapid Re-Housing** programs to permanent housing (figure 20) are fairly evenly split between rentals without subsidy and rentals with subsidy, (both with and without supportive services). Further instruction is recommended to staff of RRH programs to insure consistent definitions about rental with and without subsidy are used and that those definitions are applied correctly at the time of exit from the RRH program. The rate of exit to family or friend is surprisingly low, while the rate of exits to PSH may indicate that RRH is being used to bridge people into supportive and affordable housing.

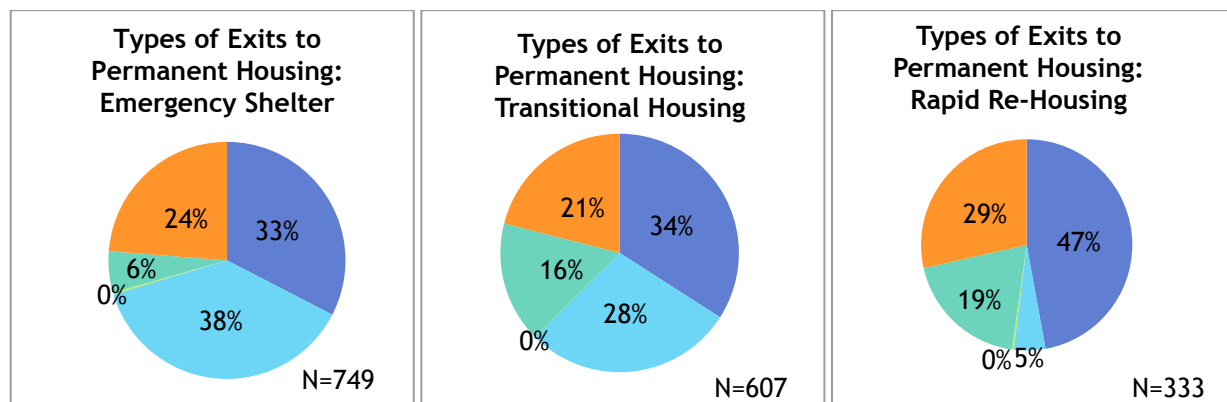


Figure 18, 19, and 20 Source: InHOUSE Report “Outcomes” run for Emergency Shelter Sector (3/24/2014), Transitional Housing Sector (3/28/2014), and Rapid Re-Housing Sector (3/31/2014), 2013 Alameda County.

Exits to Permanent Housing by Subpopulation: In addition to examining the types of permanent housing exits in detail by sector, there was also desire to re-examine the rates of exits to permanent housing by population characteristics such as disabilities, chronic homeless status, income, and household type. A statistical analysis of the impact of these factors on whether someone attained permanent housing was conducted in 2009 for people receiving services at HMIS-using agencies from 2005 through 2009. None of these factors was found to have a statistically significant impact on the rate of exiting to permanent housing. Ideally a similar statistical analysis should be funded to reexamine more recent data and which factors impact the rate of exiting to housing more than by random chance. Because funding is not available at this time for such a specialized analysis, figure 21 is a simple chart comparing the 2013 rates of exits to PH systemwide by four characteristics that were extractable from HMIS. The purpose of this chart is for comparison of exit rates to PH when sorted in two mutually exclusive categories. The analysis is not statistical and should be treated with caution.

Disability and DV history are interesting in the similarity of rates to permanent housing for the disabled and non-disabled as well as those with and without a DV history. Some might be surprised to see the difference of 4%. It is also interesting that the rates are very similar between the two subpopulation characteristics.

The more visible difference is between single person households and two or more person households. This essentially equates to a comparison of single individuals and families with children. Although the percentages are notably disparate, it is unknown if this difference is the result of the household type or other factors, such as the allocation of resources to subpopulations within the Continuum. Persons in families make up approximately 32% of the Continuum’s homeless population (2013 Homeless Count and Survey Report, p. v), while 47% of the temporary and permanent supportive housing year-round capacity is targeted to families with children (2014 Housing Inventory Chart). Many singles are served in the system of care in outreach programs and drop-in centers that have greater volumes of program participants and fewer connections to landlords and housing resources.

The comparison of exit rates for chronically homeless versus non-chronically homeless may reflect what some would expect, i.e., those non-chronically homeless fare better than those who are chronically homeless. However, in both the HPRP program analysis and in the 2009 statistical analysis, it was shown that chronically homeless persons fared slightly better in exits to permanent housing than those who were not chronically homeless. It is reasonable that the Continuum’s more than 2500 permanent supportive housing beds, the stable SSI level income, and/or the availability of services for the disabled may have contributed to the slightly better housing outcomes for the chronically homeless. The data below indicates that more analysis or research is needed to fully understand the correlation of chronic homelessness to permanent housing outcomes.

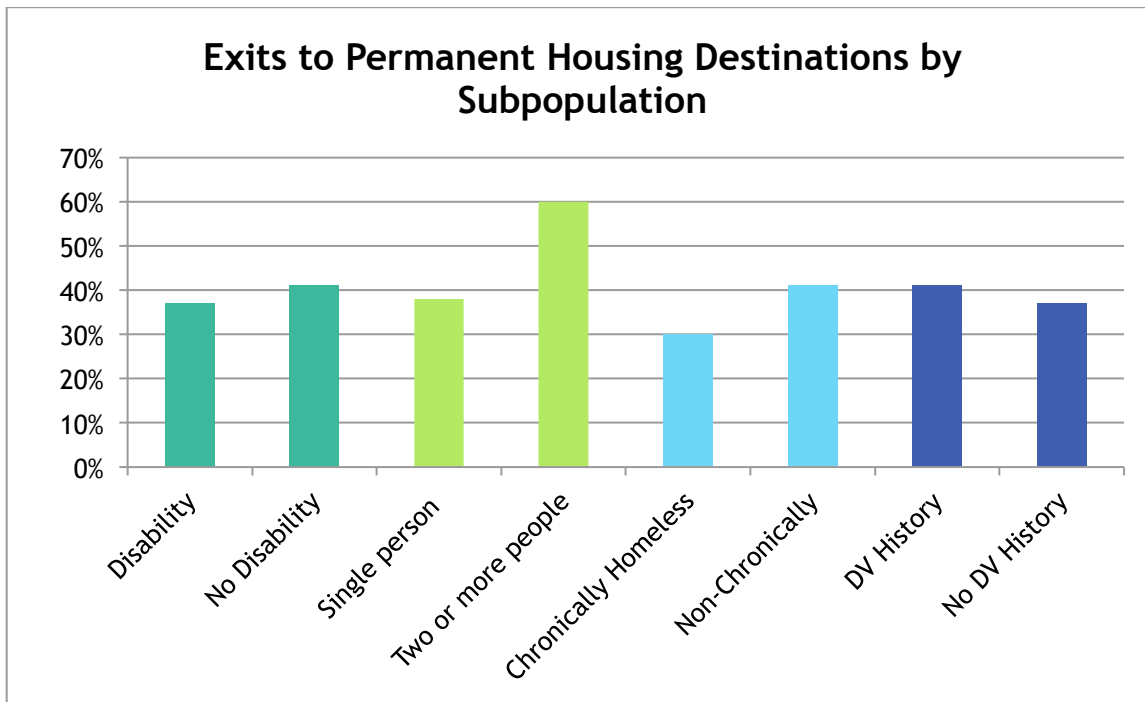


Figure 21 Source: InHOUSE Report “Outcomes” 04/07/2014 (run systemwide) 2013 Alameda County.

➤ Returns to Homelessness (Figure 22)

In 2013, the systemwide rate of returns to homelessness jumped from the 7%, at which it had steadily remained from 2010 – 2012, to 13% (figure 22). This rate is the percentage of people who exited to permanent housing that subsequently reenter HMIS as homeless within the following twelve months, for the average of the months April 2013, July 2013, October 2013, and January 2014. Thus, the rate of returns to homelessness reflects persons who exited the system in 2012 and returned to homelessness in 2013. Homeless is defined as entering a shelter or transitional housing program or entering any other program with a housing status of “literally homeless”. This specific indicator helps demonstrate the stability of those who leave for permanent housing to ensure that the system is not contributing to the revolving door back into homelessness. The federal and local goal is that less than 10% of those who exit to permanent housing subsequently return to homelessness. The 2013 systemwide return to homelessness rate of 13% equates to approximately 255 people returning to homelessness. Both the TH and RRH sectors saw their rates drop two percentage points in 2013 to 10% and 4% respectively. The largest percentage increase occurred in the ES sector, which went from 14% in 2012 to 22% in 2013. This increase in rates of returns might be linked to the ending of HPRP at the end of 2012 and shelters’ program design that does not include housing retention services. It also appears that the 2012 rate for shelters was atypically low in the past four years of tracking, while the 2013 level is more aligned to the rate in 2010 and 2011. While it is disappointing to not have met the local and federal goal, it is also important that our programs continue to emphasize exits to permanent housing, serve people that may have been out of housing for a long time, include this measure in system planning, and continue to watch this trend over time.

EveryOne Home continues to await guidelines from HUD on the methodology for measuring returns to homelessness.

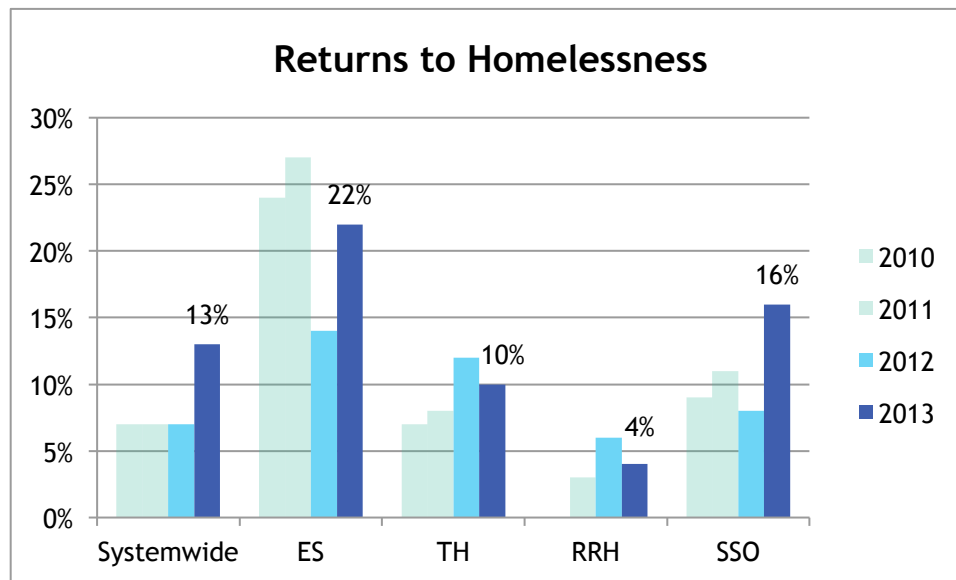


Figure 22 Percentage labels indicate 2013 rate. Source: InHOUSE Report “Returns to Homelessness” 4/4/2014 – 4/17/2014 (run Systemwide and by sector for each quarterly increment), 2013 Alameda County. Note: 2010 Actuals are averages of Jan, Feb, and Mar.

➤ Retaining Permanent Supportive Housing (PSH) (Figure 23)

Housing retention is measured at six months, twelve months, and three years to comply with local and federal outcome measures. The federal department of Housing and Urban Development (HUD) expects 80% of persons moving into permanent supportive housing to maintain it for at least six months. Alameda County utilizes a slightly different methodology for measuring PSH retention than is used by HUD. Locally this outcome is measured by excluding tenants who had moved in more recently than the time period being measured, for example, not counting tenants who had moved in less than six months ago for the first benchmark of six months. These rates have remained relatively stable and well above benchmarks over the past four years in the three time frames retention is measured.

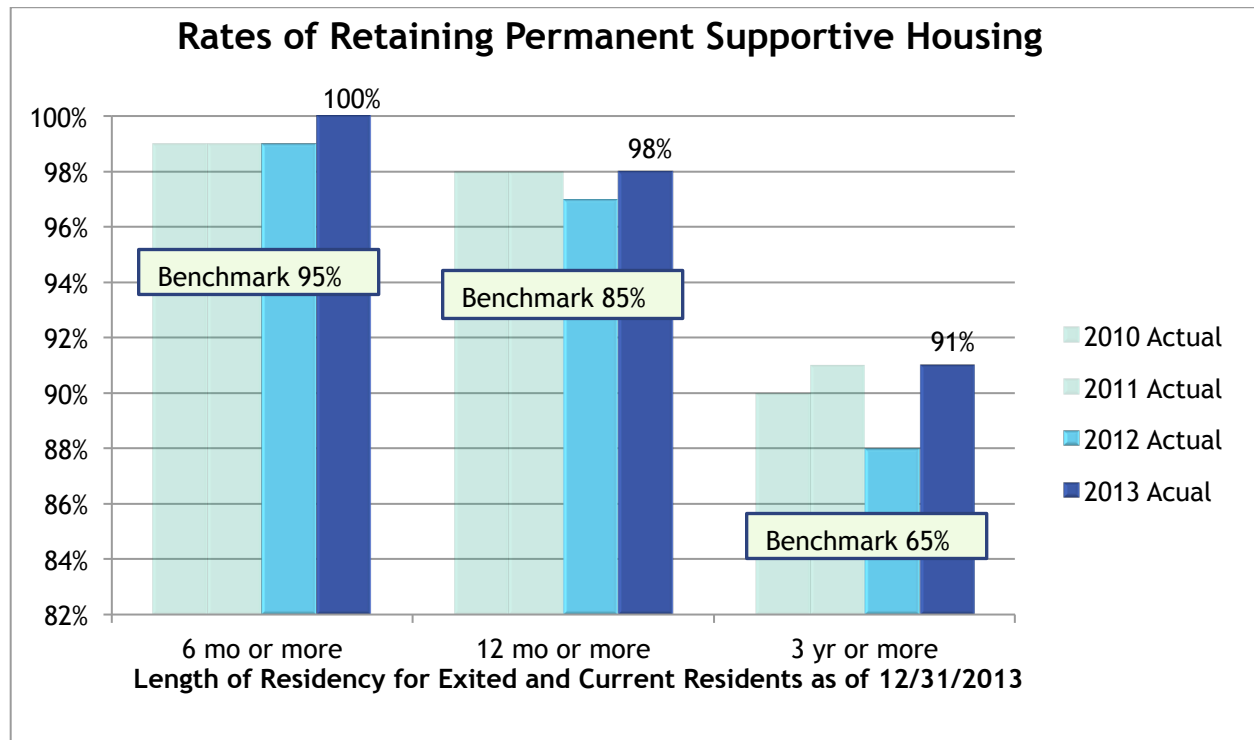


Figure 23 Percentage labels represent 2013 actuals, while benchmarks per time period are represented by horizontal bars. Source: InHOUSE Report "CoC APR" 3/24/2014 (run for PSH sector), 2013 Alameda County.

➤ Occupancy of Permanent Supportive Housing (Figure 24)

Figure 24 includes the point-in-time occupancy detail for the PSH projects that enter data in HMIS and are included in the retention data above. Point-in-time occupancy is for the night of January 29th, 2014. Figure 24 also includes aggregate data for all other non-HMIS PSH projects. In addition to the projects individually listed below, key developers with non-HMIS projects include Allied Housing, Mercy Housing, Resources for Community Development, and Satellite Affordable Housing Associates. Additionally, the Oakland Housing Authority, the Housing Authority of the County of Alameda, the Housing Authority of the city of Alameda, and the Berkeley Housing Authority administer PSH subsidies including Veterans'

Affairs Supportive Housing, Mental Health Services Act, and Shelter Plus Care subsidies. One hundred twenty-seven more people were served with permanent supportive housing than in 2012, resulting in over 2,500 beds countywide.

	Point-in-Time Occupancy (Persons)	Total Capacity (Persons)	Point-in-Time Occupancy (%)
Abode Services/Allied Housing Carmen Ave	21	15	140%
Abode Services Bridgeway Housing	42	51	82%
Abode Services Bridgeway SHP	22	24	92%
Abode Services Hope Housing S+C	22	24	92%
Abode Services Lorenzo Creek	23	24	96%
Abode Services OPRI BHCS	19	20	95%
Abode Services OPRI Encampment	38	45	84%
Abode Services OPRI Re-Entry	39	41	95%
Abode Services OPRI SHP	31	30	103%
Abode Services STAY Well Housing	32	37	86%
Alameda County Housing & Community Dev. S+C HOST	22	24	92%
Alameda County Housing & Community Dev. S+C PRA	28	46	61%
Alameda County Housing & Community Dev. S+C SRA	109	108	101%
Alameda County Housing & Community Dev. S+C SRO	54	59	92%
Alameda County Housing & Community Dev. S+C TRA	568	438	130%
Alameda Point Collaborative Miramar	22	26	85%
Alameda Point Collaborative NS Perm Other	91	84	108%
Alameda Point Collaborative SHP Perm APP	130	124	105%
Alameda Point Collaborative Spirit of Hope I	25	29	86%
Berkeley Food & Housing Project Russell Street Residence	21	20	105%
Bonita House Channing Way	4	4	100%
Building Opportunities for Self-Sufficiency Regent Street	6	6	100%
City of Berkeley S+C Bonita House SRA	15	14	107%
City of Berkeley S+C HOAP	16	12	133%
City of Berkeley S+C TRA	211	182	116%
City of Berkeley Square One	13	10	130%
City of Berkeley RCD-SRA	15	15	100%
East Bay Community Recovery Project FACT	29	27	107%
FESCO 3 rd Street Apartments	12	12	100%
Resources for Community Development Concord House	8	8	100%
Satellite Affordable Housing Associates Peter Babcock	5	5	100%
St. Mary's Center Closer to Home Seniors	5	6	83%
Yvette A. Flunder Foundation Walker House	5	10	50%
All Other Non-HMIS PSH in Alameda County	835	1078	77%
Total of ALL PSH in Alameda County	2538	2658	95%

Figure 24 Source: Alameda County 2014 Housing Inventory Chart.

➤ Turnover In Permanent Supportive Housing (Figure 25)

Permanent supportive housing is a very cost-effective solution for chronically homeless, disabled persons when compared to the high expense of hospital stays and criminal justice involvement incurred by the community for people living in places not meant for human habitation. It is critical to target this deeply subsidized, service-rich resource to those who need it most. EveryOne Home and community stakeholders recognize that people with disabilities stabilize while in permanent supportive housing and may not always need the level of service and subsidy provided in such programs. When it is in the best interest of a participant, programs are encouraged to help people move to other less costly, less service-rich permanent housing. This strategy increases availability of PSH to currently homeless, disabled individuals. Approximately 10% of PSH tenants exited their units in 2012, up one percentage point from 2011 and 2010. Of the 254 people who exited PSH in 2013, 66% exited to some other form of permanent housing, with 57% exiting to permanent housing other than PSH which is less expensive to the system of care, including rental housing with subsidy, rental housing without subsidy, and staying with a friend or family on a permanent basis. This is an increase of 10 points from 47% in 2012. These positive exits from PSH to less expensive housing and services help ensure the system’s ability to target the right resources to the right people, at the right time.

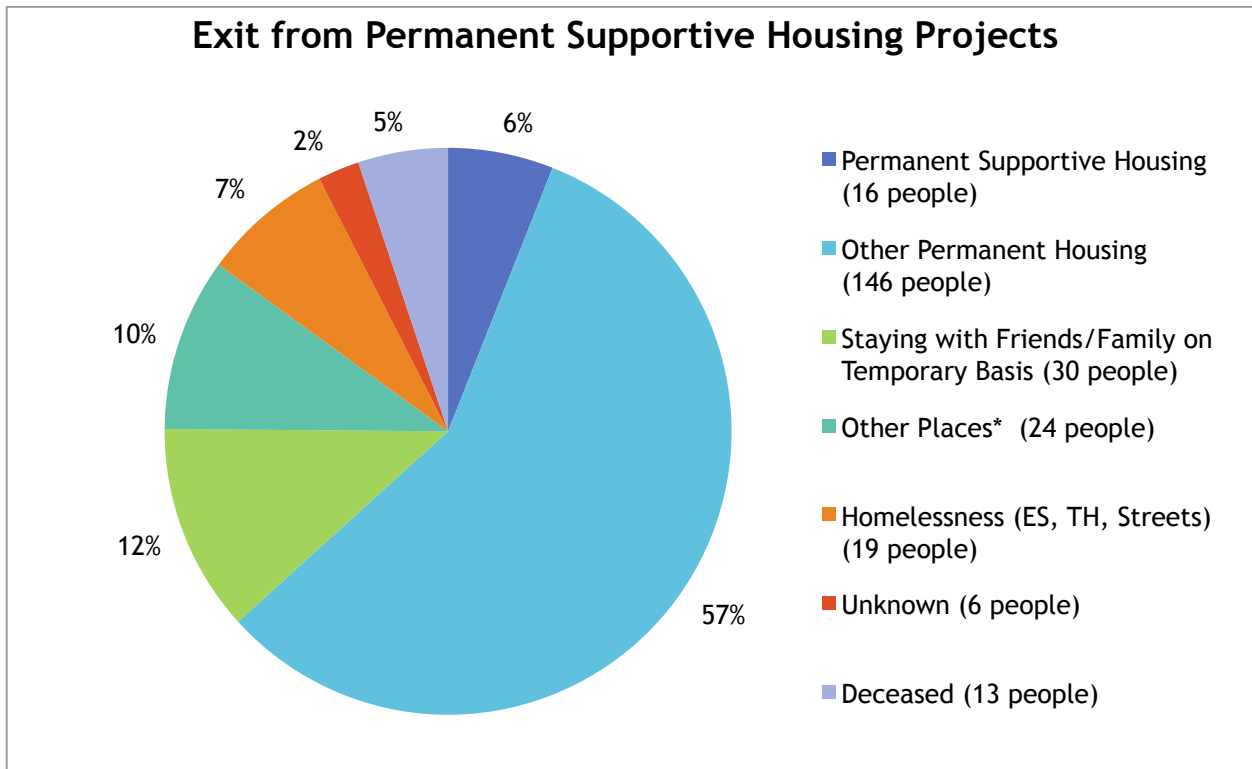


Figure 25 Source: InHOUSE Report “Outcomes” 3/31/2014 (run for PSH Sector), 2013 Alameda County.

* “Other places” includes, hospitals, jail or prison, substance abuse treatment or detox, hotel or motel without an ES voucher, Safe Haven, and Other (non Board & Care).

Income

➤ Change From No Income To Some Income (Figure 26-27)

Systemwide, 24% of persons who entered with no income exited with some income in 2013, compared to 22% in 2012. Eight of nine sectors met their benchmark in 2013, some nearly doubling the benchmark. The sector that did not meet benchmark (Employment Programs) continued its upward trend, increasing by 2 points within the last year, falling only three points below its 30% benchmark.

All FRHP and Realignment Housing participants are captured in the chart below in the Prevention sector. Extracting income data for these programs by RRH and Prevention is not possible given how these programs are currently configured in HMIS. Results were manually sorted for the exit destinations, but were not for this outcome measure. Since only 24 people who exited from both programs were literally homeless at entry out of a total of 405 exiting FRHP and Realignment Housing (less than 5%), all PRCS and FRHP participants are included under the Prevention sector for this chart and figure 28.

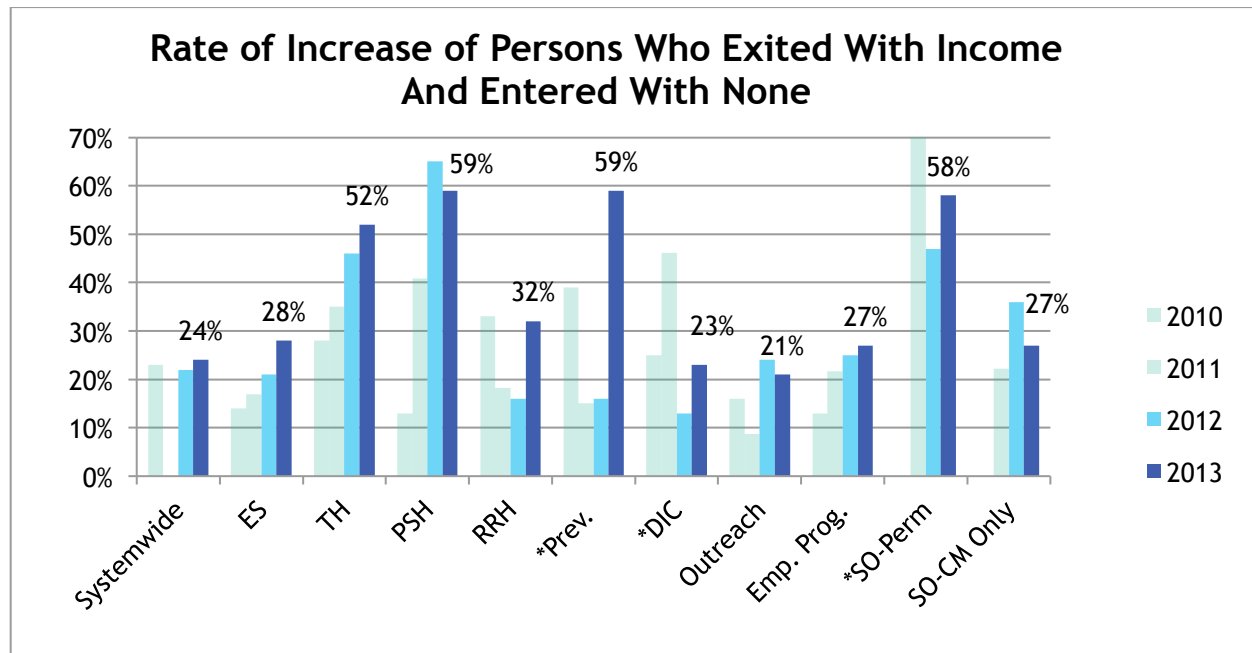


Figure 26 Percentage labels indicate 2013 Actuals. Source: InHOUSE Report "Outcomes" (run by sector), 2013 Alameda County.

Sector & Benchmark for Exited with Income and Entered With None	
Systemwide	(none)
Emergency Shelter	15%
Transitional Housing	30%
Permanent Supportive Housing	30%
Rapid Re-Housing	15%
Prevention	10%
Drop-In Centers	15%
Outreach	10%
Employment Programs	30%
SSO Tied to Permanent Housing	30%
SSO-Case Management Only	15%

Figure 27 Source: 2013 Achieving Outcomes – Measuring Progress Report, Attachment B.

➤ Exit with Earned Income (Figure 28-29)

In addition to exiting people to permanent housing, exits with employment are also essential to the stabilization of homeless households. The rate of exiting with earned income is an outcome reported to HUD and was therefore adopted as a local goal. Systemwide, 22% of people exited with earned income, a large increase from 14% in 2012. From 2012 to 2013 all eight sectors increased the amount of people exiting with earned income. Emergency shelters, PSH, RRH, Prevention, and SO-CM met their respective performance benchmarks. SO-PH met the 10% improvement benchmark. The 2013 rates surpassed the 2012 level in every sector, possibly connotating 2012 as the brunt of the economic recession’s impact. Seven of eight sectors met the 2013 HUD benchmark of 20%.

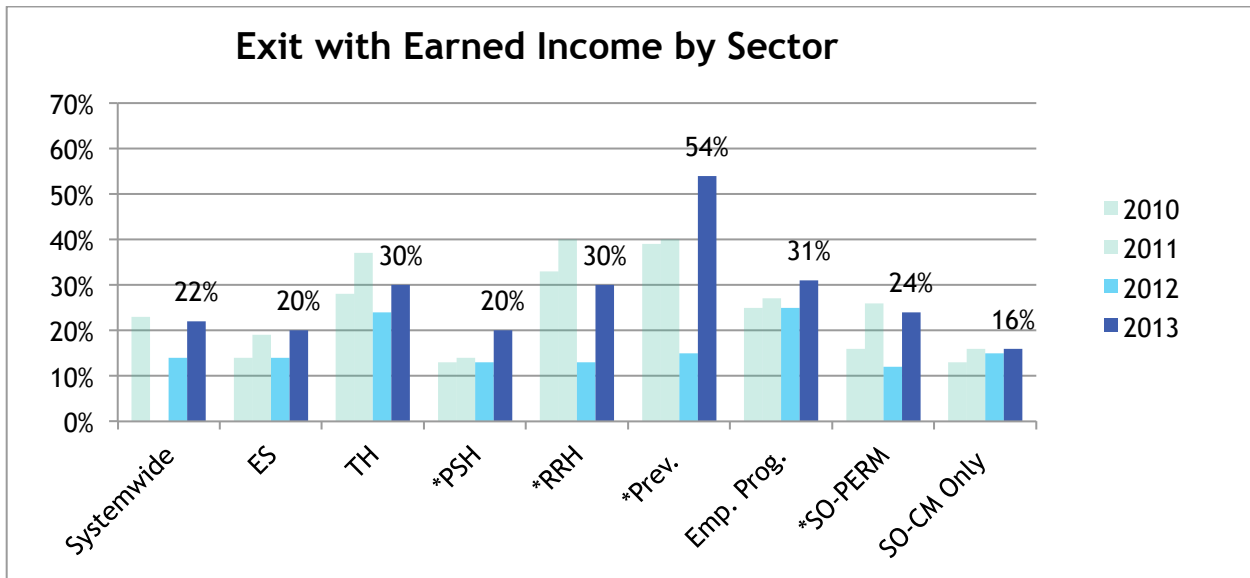


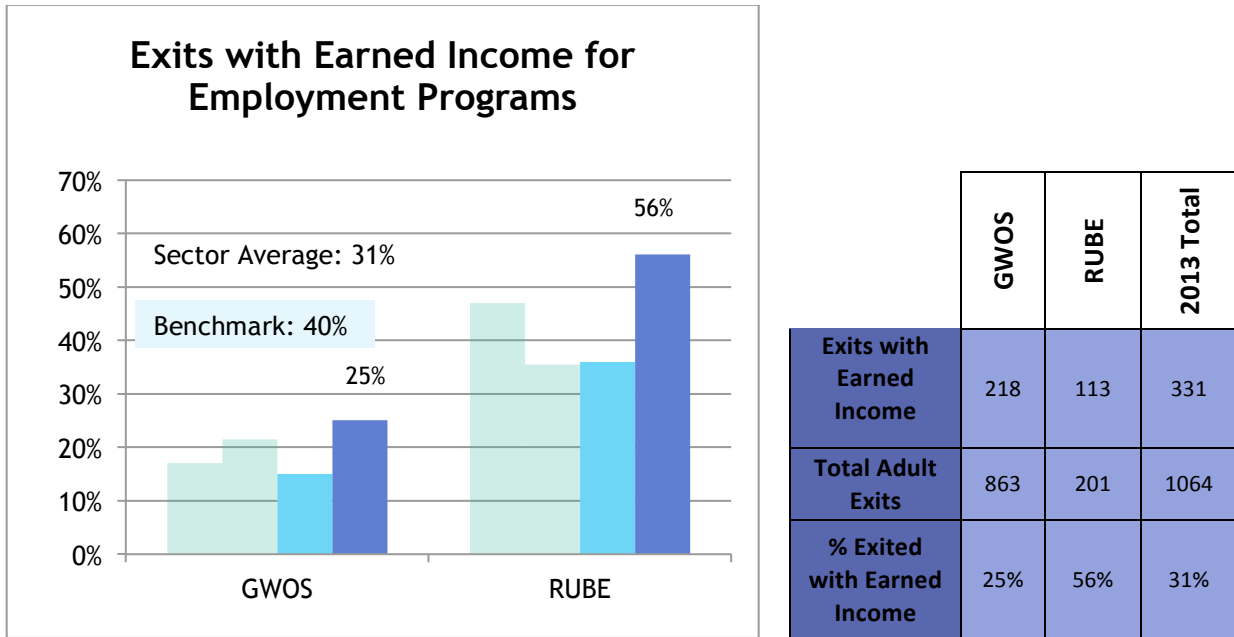
Figure 28 Percentage labels indicate 2013 Actuals. Source: InHOUSE Report “Outcomes” (run by sector), 2013 Alameda County. 2011 systemwide rate was not published.

Sector & Benchmark for Adults Exiting with Earned Income	
Systemwide	(none)
Emergency Shelter	20%
Transitional Housing	50%
Permanent Supportive Housing	20%
Rapid Re-Housing	50%
Prevention	45%
Employment Programs	40%
SSO Tied to Permanent Housing	40%
SSO-Case Management Only	15%

Figure 29 Source: 2013 Achieving Outcomes – Measuring Progress Report, Attachment B.

Employment Programs Sector (Figure 30 - 31):

The performance benchmark for exits with earned income for Employment Programs is 40%. The 2013 rate was 31%, not meeting benchmark, but recorded a 6 point improvement since 2012. For GWOS, 218 of 863 adults exited with earned income and RUBE saw 113 of 201 adults exit with earned income – between the two programs there was a huge variance in volume, with GWOS serving approximately 600 more people. Additionally, 18% of GWOS clients obtained earned income within 13 weeks, while 34% of RUBE clients earned income in the same time period.



	GWOS	RUBE	2013 Total
Exits with Earned Income	218	113	331
Total Adult Exits	863	201	1064
% Exited with Earned Income	25%	56%	31%

Figure 30 and 31 Percentage labels indicate 2013 actuals. Source: InHOUSE Report “Outcomes” 4/17/14 (run for Employment Programs sector), 2013 Alameda County.

System Efficiencies

➤ Reducing exits to streets or shelter (Figure 32)

EveryOne Home and community stakeholders aim for reductions in the rate of exits from Shelters, Employment, and Services Only-Case Management Programs back to the streets or other shelters. For this measure the further *below* the benchmark the better. Both Emergency Shelters and Employment programs were above benchmark, while SO-CM remained below, though it too saw an increase from 2012. Employment Programs saw an enormous increase, from 24% to 60% in 2013 that is likely caused by the fourfold increase in exits from that sector. Emergency Shelter sector increased by 2 points and is exceeding the benchmark by only three points.

Exits to Streets or Shelter	ES	Emp. Prog.	SO-CM only
2013	33%	60%	15%
2012	31%	24%	9%
2011	29%	12%	14%
2010	17%	13%	2%
2009	10%	18%	1%
Benchmark	less than 30%	less than 40%	less than 20%

Figure 32 Source: InHOUSE Report “Outcomes” 3/24/14 – 4/17/14 (run by sector), 2013 Alameda County.

➤ Length of Stay (Figure 33)

Measuring the length of stay in a given program is the best proxy EveryOne Home and community stakeholders currently have for measuring length of time homeless. Emergency shelters and transitional housing are encouraged to reduce the amount of time between program entry and exit to permanent housing.

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 60 days			
	2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
Shelter	60	56	60	65	84	79	80	93	59%	54%	52%	52%
Transitional Housing	346	288	308	336	383	351	356	375				

Figure 33 Source: InHOUSE Report “Length of Stay - Averages” 4/11/2014 (run for ES and TH sectors) and InHOUSE Report “Outcomes” Report 3/24/2014 (run for ES sector), 2013 Alameda County.

Shelters and transitional housing programs noted slight increases in the average length of stay for all persons exiting: a 5 day increase (8%) for shelters and 28 day increase (9%) for transitional housing programs. Similarly, both sectors saw slight increases in the length of time to exit to permanent housing: a 13 day increase (16%) for shelters and 19 day increase (5%) for transitional housing programs.

Reductions in lengths of stay contribute to a lower cost per person served within each sector, and more turnover within the programs to serve more homeless people over time. For those exiting shelters within 60 days, the average remained the same as in 2012, holding at 52%. As noted in Figure 3, for programs that have five or more exits to permanent housing, the highest rate is BHDW with 83% of exits to permanent housing happening within 60 days.

Other sectors also have benchmarks for length of time between entry and a specific outcome and we will continue working towards capturing and reporting on those data points.

Collaborations with Mainstream Systems

Alameda County’s efforts to prevent and end homelessness have historically involved innovative collaborations with multiple mainstream partners. Local housing authorities, city human service departments, the County Workforce and Benefits Administration of Social Services and the Health Care Services Agency have all invested in Rapid Re-Housing and Permanent Supportive Housing strategies for a number of years. This past year mainstream partnerships continued to deepen and expand their impact across our Continuum. Three of these newer collaborations are featured below.

Support Services for Veteran Families (SSVF)

This rapid re-housing and prevention program funded by the U.S. Department of Veterans Affairs expanded in 2013 from one program to five. In addition to the SSVF collaborative led by Abode Services, Berkeley Food and Housing Project, East Bay Community Recovery Program, East Oakland Community Project, and Swords to Plowshares were funded to serve veterans and their families throughout the Continuum. These newly funded programs launched in the fall of 2013, with two not yet having exits. The table below indicates the number of exits and rates for the three programs that did. A total of 294 people were served by the programs. The Continuum’s 2013 Point-In-Time Count of homeless veterans equaled 492. Resources for veterans expanded again in 2014, and with all five programs becoming fully operational the Continuum expects to make a substantial impact on the number of veterans experiencing homelessness in Alameda County.

	Abode Services	EOCP	Swords to Plowshares
RRH Total Exits	174	2	26
RRH Exits to PH	147	2	24
Rate to PH	84%	100%	92%
Prev Total Exits	80	0	12
Prev Exits to PH	71	N/A	8
Rate to PH	89%	N/A	75%
Total Exits	254	2	38
Total Exits to PH	218	2	32
Rate to PH	86%	100%	84%

Figure 34 Source: InHOUSE Report “Outcomes” 3/31/2014, run for Rapid Re-Housing and Prevention sectors, 2013 Alameda County.

Realignment Housing Program

Launched in August 2012, funded by the County Probation Department and administered by the County Housing and Community Development Department, this program is a partnership between these two Alameda County departments and three community-based organizations: Abode Services, Berkeley Food and Housing Project, and East Oakland Community Project. The program is designed to assist returning formerly incarcerated people who were homeless or unstably housed to obtain permanent housing, while also meeting their needs for emergency or short-term housing or shelter. When the State of California realigned its approach to criminal justice, making a greater portion of the formerly incarcerated population the responsibility of the counties, Alameda County's Probation Department recognized the importance of stable housing to successful reentry and the prevention of recidivism. The Department funded a pilot that ran from August 2012 through June 2013. It has since funded the program for another two years.

In 2013 the Realignment Housing program exited 104 individuals, 22 that received Rapid Re-Housing and another 82 that received Prevention services. Approximately 2/3 of those exited with permanent housing. Preliminary evaluation of the pilot indicates that the program is helping to lower recidivism rates for participants. The program continues to refine its approach, including working with people while they are still incarcerated so that housing plans are in place prior to their release.

Family Reunification Housing Pilot (FRHP)

Also launched in the summer of 2012, this partnership between Alameda County Department of Children and Family Services, Housing and Community Development, EveryOne Home, Abode Services and Building Futures with Women and Children assists parents for whom lack of safe, stable housing is a barrier to reunifying with their children in foster care. Funded with federal Title IV-E Foster Care Waiver funds, this collaboration offers families support with housing search, move in assistance, short and medium-term rental assistance, support increasing income, and help addressing credit and rental histories that may create barriers to housing. FRHP is funded through September of 2014 and an evaluation of the pilot period is currently underway. The program exited thirty-one people in 2013, 29 of which received prevention services and two that were rapidly rehoused for an overall rate of 65% exiting to permanent housing. Most people families served by FRHP were still in the program at the end of 2013.

These collaborations are important to quickly resolve people's housing crises, and to the greatest extent possible, rapidly stabilize people in housing to enhance their success in other life areas such as reunifying children with their parents, avoiding recidivism, acquiring employment, and other quality of life goals.

Conclusion

The Outcomes Initiative launched in 2010 with the adage, “What gets measured gets done!” That has been true in many respects. The Continuum asked all sectors of our system to focus on exiting people to permanent housing and with more income, and we established benchmarks for all program types, whether HUD funded or not. Overall, the system went from 28% of exits being to PH to 43%. Improvements in participant incomes were modest, but also went up. Permanent Supportive housing retention remained high and returns to homeless low. We made less impact on lengths of stays than we wanted to, and such a substantial impact on tracking exits to known destinations that we no longer felt the need to track it by this report. It had been below 60% in 2009 and was 87% in 2013.

We also quickly discovered that the outcome measures selected and reported on do not tell the full story of our work. The data focused on those who exited programs, and less so on those who stayed, limiting the Continuum’s ability to assess the performance of PSH and Support Services tied PH - both major interventions to resolve homelessness. The measures had other limits as well. The rate of exits to PH told us nothing about the quality of that housing people obtain. We did not measure the cost effectiveness of different sectors, nor could we capture how long people spent in the system as a whole, just in one program.

Yet with all its limitations, our Outcomes Initiative inspired improved performance across the Continuum. Individual programs worked diligently to get their participants housed and experienced the satisfaction of doing so and seeing their performance shared with the whole community. Published results spurred innovation, creativity, and collaboration. We were surprised by the proportion of people who solved their homelessness by accessing their networks of family and friends and by moving into unsubsidized housing, encouraging us to become even more creative partners in resolving their housing crises. This last four years saw the growth of cross sector collaborations, ensuring that outreach, shelter and drop-in programs were linked more closely to PSH and RRH housing subsidies. Programs that didn’t think they could ever reach the performance benchmarks have exceeded them multiple times.

As the Continuum undergoes its redesign process through the summer and fall of 2013, the findings of this Outcomes Initiative of last four years will encourage us to continue to hold ourselves accountable, set our benchmarks higher, implement effective strategies with finite resources, and aggressively seek to end homelessness as we know it today.

Attachment A

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, including:

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Performance Management Committee

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Abode Services
Alameda Co. Housing & Community Development
Alameda Co. Network of Mental Health Clients
Alameda Point Collaborative
Anka Behavioral Health, Inc.
Bay Area Community Services
Berkeley Food & Housing Project
Bonita House, Inc.
Building Opportunities for Self-Sufficiency
Building Futures with Women and Children
City of Berkeley
City of Oakland
Covenant House
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
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
Women's Daytime Drop-In Center

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Attachment B

Systemwide Outcomes and Efficiency Measures

Progress Measure: For all outcome and efficiency goals, programs can meet or exceed the numerical benchmark or show an improvement of 10 percentage points over past year's outcome rates.

Outcomes	Shelter (winter and year round shelters)	Transitional Housing (site based, scattered site, and subsidy-based programs, e.g., Linkages & Project Independence)	Permanent Supportive Housing (site-based and subsidy-based programs [e.g. Shelter + Care and HOST])	Rapid Rehousing (programs w/financial assistance and/or supp. services)
Obtain permanent housing	<u>30% or greater²</u>	<u>80%</u>	Increase exits to other perm hsg by 10% over prev year	<u>80%</u>
Maintain/retain permanent housing			95% > 6 mos 85% > 12 mos 65% > 3 years	
Exiting to streets or shelter	<u><30%</u>			
Exiting to permanent <u>OR</u> interim housing				
Exit with earned income	20%	50%	20%	50%
Of those adults entering with no income, an increase in those who exit with an income	<u>15%</u>	<u>30%</u>	<u>30%</u>	15%
Return to homelessness in 12 months				<10%
Efficiency/Process Measures				
Occupancy	90% single/mix 85% families	90%	95%	
Exit to Known Destination	85%	95%	95%	95%
Time from entry to permanent housing for those obtaining permanent housing	50% of those who gain permanent housing do so within 60 days	Reduce by 10% length of time from entry to permanent housing for programs with ave. stays over 12 mos		Average of 45 days
Other				

Systemwide goal: Returns to Homelessness (as measured by a new entry in HMIS) within 12 months of exit to permanent housing are less than 10%.

¹ For prevention, persons with Housing Status other than “Literally Homeless” are included.

² All italicized, underlined numbers are benchmarked on actual performance and subject to annual updating.

Prevention (programs with financial assistance and/or supportive services) ¹	Drop-In Centers (material support and services for homeless or unstably housed, e.g. WDDC, MASC, MSC)	Street Outreach (intended to address housing, e.g. HOPE & MOP)	Service Only-Employment Programs (programs targeted to homeless or housing stability)	Service Only-Services tied to perm. Housing (e.g. Lifelong HHISN or APC Service Center for PH residents)	Services Only- Case mgmt tied to other housing (e.g. RISE, OHFP, APC Service Center for Trans Housing clients)
	<u>35%</u>	<u>25%</u>	<u>40%</u>	Increase exits to other perm hsg by 10% over prev year	<u>65%</u>
<u>90%</u>	90% of those who have housing at entry			95% > 6 mos 85% > 12 mos 65% > 3 years	
			<u><40%</u>		<u><20%</u>
	50%	50%			
45%			40%	40%	15%
10%	15%	10%	30%	30%	15%
95%	60%	60%	70%	95%	85%
Average 45 days for those who move; 14 days to first payment for those who stay	50% of those who gain permanent housing do so within 6 months	50% of those who gain perm. housing do so within 6 months	50% of those who gain permanent housing do so within 6 months		Reduce by 10% length of time from entry to permanent housing for programs with average stays over 6 months
			50% of those who gain employment do so within 13 weeks		

v. 10/05/10

Attachment C

Program Abbreviations and Data Contributors

In this report, tables and charts within six sectors use abbreviations to identify the achievements of specific programs within that sector (Emergency Shelters, Transitional Housing, Drop-In Centers, Outreach, Employment Programs, and Service Only-Case Management not tied to permanent housing). 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. Those sectors are Permanent Supportive Housing, Rapid Re-Housing, Prevention, and Services Only—tied to permanent housing. Following the tables showing the program abbreviations is a list showing which program data is included in these four sectors.

Emergency Shelters

Abbreviation	Program Name
ABSV	Abode Services Sunrise Village
ANES	Anka Behavioral Health Emergency Shelter
ANWS	Anka Behavioral Health Winter Shelter
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
CHES	Covenant House Emergency Shelter
EOES	East Oakland Community Project Crossroads Emergency Shelter
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
ACLK	Alameda County Linkages Program <i>Note: In order to include all providers, including those DV providers who do not enter information into HMIS, the rate of exits to permanent housing for this program is based on data from the APR over the timeframe of 10/1/2012 – 9/30/2013 rather than the 2013 calendar year. The total aggregated exit data for both DV providers and HMIS providers is reflected in the Transitional Housing sector, as well as the Transitional Housing data in figure 1. However, due to inability to extract specific income data from DV providers, those exiting non-HMIS programs are not accounted for in the Income data for this report.</i>
APBC	Alameda Point Collaborative Bessie Coleman Court – listed this year as BFBC since Building Futures with Women and Children is the service provider.
APDH	Alameda Point Collaborative Dignity Housing West
ANTH	Anka Behavioral Health Transitional Housing
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.
BHIH	Berkeley Food and Housing Project Independent House – consolidated with BHTH in 2013. Not listed separately in the report.
BHTH	Berkeley Food and Housing Project Transitional House – includes BHIH in occupancy and all outcomes
BHVA	Berkeley Food and Housing Project VA Transitional Housing
BOCM	BOSS Casa Maria
BOHF	BOSS Harrison House Family Transitional Housing
BOHS	BOSS Housing Stabilization
BOMC	BOSS McKinley House
BOPA	BOSS Pacheco Court
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
WDBH	Women’s Daytime Drop-In Center Bridget House

Rapid Re-Housing

Abbreviation	Program Name
ABSR	Abode Services Sunrise Village Rapid Re-Housing
ABVR	Abode Services SSVF Category 2 and 3 Rapid Re-Housing
ABWR	Abode Services HOPE Winter Relief (Inactive)
BFGR	Building Futures with Women and Children Emergency Solutions Grant Rapid Re-Housing
BHGR	Berkeley Food and Housing Project Emergency Solutions Grant Rapid Re-Housing Urban
BHOW	Berkeley Food and Housing Project Oakland Winter Rapid Re-Housing
CBGR	City of Berkeley Emergency Solutions Grant Rapid Re-Housing
EOGR	East Oakland Community Project Emergency Solutions Grant Rapid Re-Housing
EOVR	East Oakland Community Project SSVF Rapid Re-Housing
FEGR	FESCO Emergency Solutions Grant Rapid Re-Housing Urban
FRHR	Family Reunification Housing Program (FRHP) Rapid Re-Housing
PRCR	Realignment Housing Project (formerly PRCS) Rapid Re-Housing
SMGR	Saint Mary's Center Emergency Solutions Grant Rapid Re-Housing
STVR	Swords To Plowshares SSVF Rapid Re-Housing

Outreach

Abbreviation	Program Name
ABHP	Abode Services HOPE Project
ODMO	Operation Dignity Mobile Outreach
ODMV	Operation Dignity Support Services for Veteran Families Mobile Outreach
ODSS	Operation Dignity Mobile Outreach Season of Sharing – included in ODMO starting in 2013

Drop-In Centers

Abbreviation	Program Name
ANDI	Anka Behavioral Health Drop-In Center
BHMS	Berkeley Food and Housing Project Multi-Service Center
BOMA	BOSS MASC Multi-Agency Service Center
NMBD	Alameda County Network of Mental Health Clients Berkeley Drop-In Center
WDDI	Women's Daytime Drop-In Center Drop-In Center

Employment

Abbreviation	Program Name
GWOS	Goodwill Industries One Stop Employment Program
RUBE	Rubicon Berkeley Employment Program

Services Only–Case Management

Abbreviation	Program Name
BHWR	Berkeley Food and Housing Project Women’s Resource Center
EBOP	East Bay Community Recovery Project Oakland PATH
OHCM	Oakland Homeless Families Program Case Management
SMCM	St. Mary’s Center Case Management

Prevention

Abbreviation	Program Name
ABVP	Abode Services SSVF Category 1 Prevention
BFGP	Building Futures with Women and Children Emergency Solutions Grant Prevention
BHGP	Berkeley Food and Housing Project Emergency Solutions Grant Prevention Urban
BHVP	Berkeley Food and Housing Project SSVF Prevention
CBGP	City of Berkeley Emergency Solutions Grant Prevention
EBVP	East Bay Community Recovery Project SSVF Prevention
ELED	East Bay Community Law Center Eviction Defense
EOVP	East Oakland Community Project SSVF Prevention
FEGP	FESCO Emergency Solutions Grant Prevention Urban
FRHP	Family Reunification Housing Program (FRHP) Prevention – <i>included all adult exiter information for income purposes.</i>
PRCP	Realignment Housing Program (formerly PRCS) Prevention– <i>included included all adult exiter information for income purposes.</i>
SMVP	St. Mary’s Center SSVF Prevention
STVP	Swords To Plowshares SSVF Prevention

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’ performance.

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

