



Commission on Homelessness


OBSERVATIONAL REPORT FROM DANIEL
COOPER, MPH
HOMELESSNESS ADMINISTRATOR

OCTOBER 26, 2022

5:00PM

Acknowledgements

City of Oakland Councilmembers
City Administrators Office & Office of The Mayor
Staff
&
Community



Introduction

Background

Experience

Role

Strategic Planning

Public Health

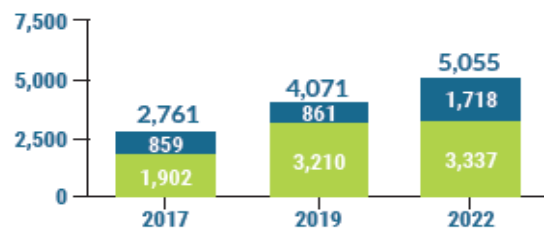


Oakland 2022 Point In Time Count Unsheltered & Sheltered Report



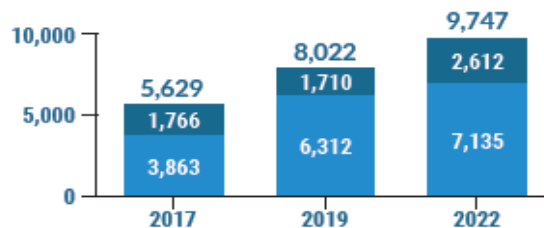
Every 2 years, communities conduct comprehensive counts of people experiencing homelessness in order to measure the prevalence of homelessness in each local community. The 2022 Alameda County EveryOne Counts! Point-in-Time Count was a community-wide effort conducted on February 23, 2022. The Count had not been conducted since 2019 due to COVID 19. Results presented below are for those individuals that were enrolled in sheltered services in Oakland on the night of 2/22/22, or observed as part of the Count on the morning of 2/23/22.

Count of Unsheltered/Sheltered
Individuals for Oakland



● Unsheltered ● Sheltered

Count of Unsheltered/Sheltered
Individuals for Alameda County



● Unsheltered ● Sheltered

Unsheltered Homelessness Data Summary



3,337 Individuals

Were observed as being unsheltered in Oakland.



7,135 Individuals

Were observed as being unsheltered in Alameda County.

47% of *unsheltered* individuals in Alameda County live in Oakland

Unsheltered Population by Location



	Tent	Car/Van	RV	Street/ Outside	Abandoned Building
Oakland 2022	1063 (32%)	1031 (31%)	907 (27%)	308 (9%)	28 (1%)
Oakland 2019	1320 (41%)	727 (23%)	703 (22%)	420 (13%)	40 (1%)
Alameda County 2022	2216 (31%)	2318 (32%)	1600 (22%)	958 (13%)	43 (1%)
Alameda County 2019	2172 (34%)	1431 (23%)	1386 (22%)	1239 (20%)	84 (1%)

Key Areas That Are The contributors to Homelessness

Anti-displacement
focus

Affordable Housing
Stock

Income levels

Historic System
Racism

Pandemic Stagnancy
to the development,
activity, economic
growth, etc.



Existing Policy

Policies Impacting Encampment and Homelessness Services in the City of Oakland

- Martin v. Boise Shelter offer
- 88341 Standards for Encampments on City ROW
- 88077 Shelter Offer requirements/Vehicular Relocation
- Path Plan
- Everyone Home 2026
- HCD Strategic Plan (Housing Action Plan)

Scope of Observations

City Encampment Activities Are Guided by:

- 2020 Encampment Management Policy - 88341
- Shelter Offer Policy – 88077 C.M.S.
- Martin v. Boise – 9th Circuit Court Decision

2022 PIT

Home Together 2026

Centering Equity in The Design of Homelessness Systems

Alameda County CoC



Observational Focus: Encampment Management Policy Objective

Encampment Management Policy:

The purpose of this policy is to protect and serve all Oaklanders, sheltered and unsheltered, and to manage the adverse impacts of homeless encampments by balancing the interests of all residents (i.e. unhoused, housed, business community), focusing encampment actions on mitigating negative outcomes as they pertain to public safety, public health, and equity outcomes.

This policy aims to:

1. Designate high-sensitivity areas, where unmanaged encampments are presumed to cause unreasonably high levels of health and safety impacts due to the nature of the location;
2. Designate low-sensitivity areas, where enforcement will not be prioritized.
3. Determine findings that will prompt EMT intervention;
4. Provide guidance on addressing unreasonable health and safety risks, promoting voluntary compliance, and strategies to address non-compliance.



Observational Focus: Encampment Management Policy Objective

Encampment Management Policy:

The PATH Framework groups response strategies into three major categories:

1. Prevention: to protect vulnerable tenants from losing the housing they have and stabilizing those most at risk of becoming homeless;
2. Emergency Response: to shelter and rehouse households and improve health and safety on the street.
3. Housing Development: to expand the number of Extremely Low Income (ELI) and Permanent Supportive Housing (PSH) units prioritized for individuals and families experiencing homelessness.



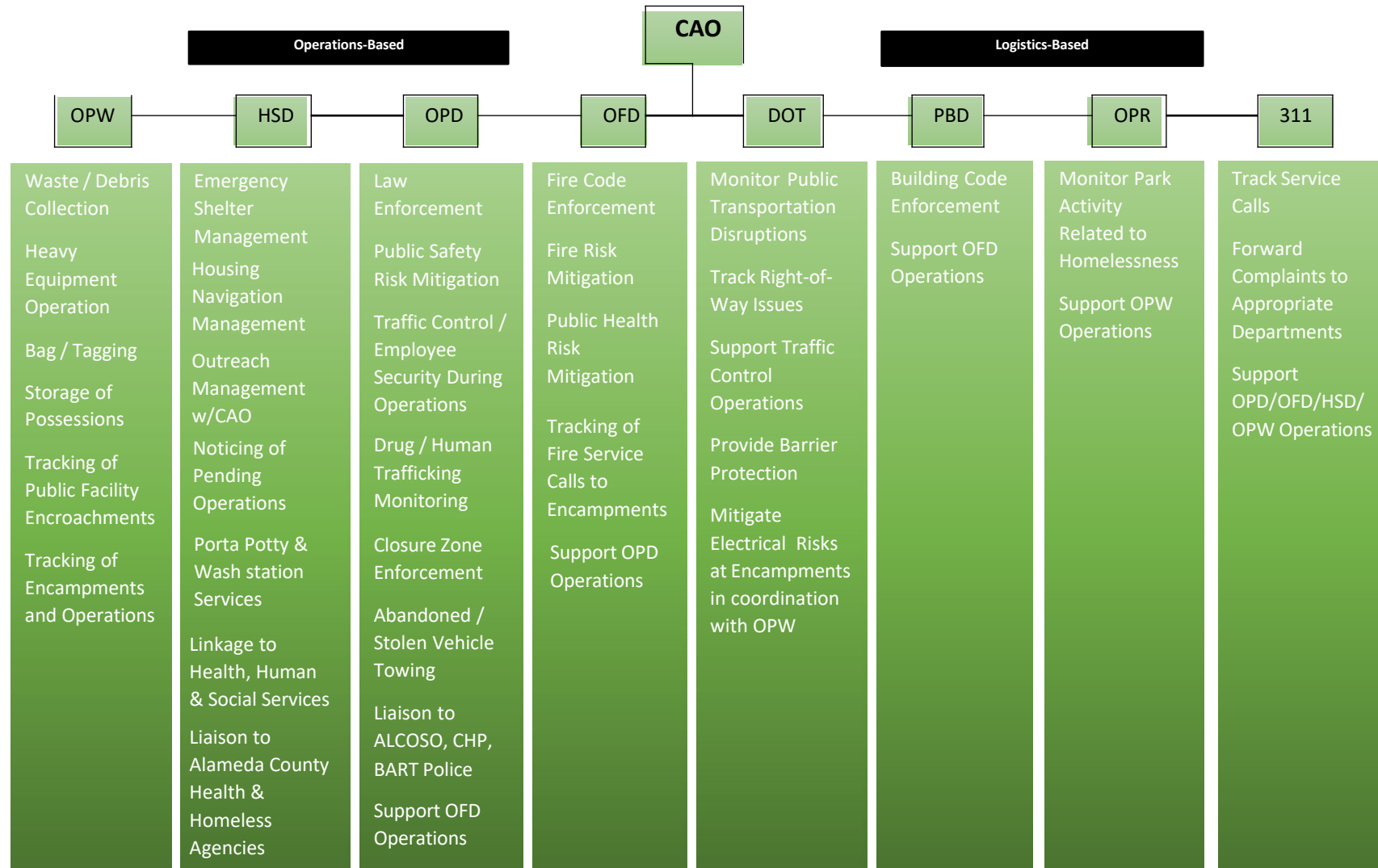
Observational Focus: Shelter Offer Policy Objective

Resolution 88077 and Martin v. Boise: Offering of shelter when closing an encampment to individuals who sitting, lying, and sleeping on public rights of way prior to a closure of an encampment

Resolution 88077 Relocation of individuals who reside within their vehicles rather than taking of the vehicle.



Encampment Management Team Roles and Responsibilities





	Fiscal Year 2021- 2022	Fiscal Year 2022-02023
Staffing		
OPW KOCB Support	\$1,200,979	\$1,200,979
OPW Painters - 2 (Graffiti Abatement)	\$100,765	\$100,765
HSD 2.0 FTE Case Manager	\$172,340	\$172,340
CAO Homelessness Administrator Program Analyst II, Admin Assistant I	162,356	\$162,356
Operations		
Homelessness Administration Parks and sanitation	\$200,000	----
OPW Additional Trash	\$200,000	----
Sanitation Services	\$1,080,000	\$1,080,000
Program Support		
Funding for hotel support	\$400,000	----
Stipends for Commission on Homelessness Support	\$25,000	\$25,000

ENCAMPMENT MANAGEMENT INVESTMENTS TO DATE

COST OF RESPONDING TO ENCAMPMENT MANAGEMENT PER 2021 AUDIT - INVESTMENTS TO DATE

LIST INVESTMENTS TO DATE
ACCORDING TO BUDGET
DOCUMENTS

	Fiscal Year 2021- 2022	Fiscal Year 2022-2023
Shelter Expansion	Wood St. Safe Parking - 40	Beach Street Safe Parking – 18 RVs
	E.12th - 75 shelters	Wood Street Shelter – 100
	3rd and Peralta – 40 shelters	66th Avenue Safe Parking - 100
	Lao Family – 43 Hotel Rooms	



Observations: Past Performance

EMT Interventions	July 2018 through June 2020
Closures, reclosures and cleanings	500
Garbage Pick ups and hygiene placements	1600 (approximately)
Total	2100

The City conducted nearly 2,100 interventions in FY 2018-19 and FY2019-20. These interventions included a total of approximately 500 closures, re-closures, and cleanings. Additionally, the City provided nearly 1,600 garbage pickups and other hygiene services such as installing and maintaining showers and portable toilets.

Page 3., PERFORMANCE AUDIT OF THE CITY OF OAKLAND’S HOMELESS ENCAMPMENT MANAGEMENT INTERVENTIONS & ACTIVITIES FISCAL YEARS 2018-19 AND 2019-20, COURTNEY A. RUBY, CPA, CFE City Auditor (APRIL 14, 2021).



Observations: Current Performance

Under the 2020 Encampment Management Policy the City conducted nearly 7,361 interventions commencing January 2021 through September 2022. These interventions included a total of approximately 361 closures, re-closures, and cleanings. Additionally, the City provided nearly 7,000 garbage pickups and other hygiene services such as installing and maintaining showers and portable toilets.

EMT Intervention	Jan 2021 through Sep 2022
Closures, partial, re-closures and cleanings	361
Regular Site Garbage Pick-ups and Containerized Garbage Runs and hygiene services	7, 000 (approximately)*
Totals	7,361

*April of 2021, the City’s authorized support of multi-departmental support expanded OPW capacity to increase garbage runs by over 100% of past performance. In addition, hygiene placements were increased over 50% resulting in the maximum number of porta potty placements at approximately 60**.



Observations: Operations

Must continue adjusting the EMT operation to address dangers at encampments

Identify resources to scale interventions across the City according to a new performance established by a thorough equity analysis

Develop Oakland specific outreach and network of Community Health Workers

Strengthen working relationships with Alameda County Health Care Services Agency and other local, state, and federal partners



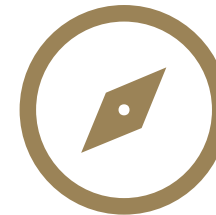
Observations: Operational Focus



Focus on achieving impact and root cause



Expanding, building, and incorporating relationships with non contracted services providers



Forward- and future- orientation vs. context of status quo or past



Additional Resources Are Needed to Address Homelessness in the City of Oakland

“The audit found the City was not adequately prepared to shoulder such a massive project and the EMT was overwhelmed by the undertaking of closing and cleaning encampments throughout Oakland. Specifically, the audit found the City lacked an effective strategy for dealing with the growth in encampments and did not provide sufficient policy direction or adequate funding at the onset of this crisis. Additionally, the EMT lacked sufficient resources, including a budget”

Page 4., PERFORMANCE AUDIT OF THE CITY OF OAKLAND’S HOMELESS ENCAMPMENT MANAGEMENT INTERVENTIONS & ACTIVITIES FISCAL YEARS 2018-19 AND 2019-20, COURTNEY A. RUBY, CPA, CFE City Auditor (APRIL 14, 2021).

Housing is the most Critical Resource



Affordable and Supportive Housings are the most Critical Resources needed



Social Services i.e., Housing Navigation, Mental and Behavioral Health Services are needed to prepare individuals for matriculations through the homelessness system



Limited by City functions and systems as a charter city, structured differently than a County/State agency

Observations: Structural Racism and Contributing Factors

- The over-representation of people of color among those experiencing homelessness reflects structural racism across multiple systems.
- Black people comprise 47% of the homeless population in Alameda County, [however] they make up 22% of people living in poverty.
- From 2008-2018, Alameda County lost 80% of federal and state funding for affordable housing production and preservation.
- In addition, NIMBYism (or “not in my backyard” resistance) of existing homeowners and restrictive local zoning ordinances have thwarted the development of low-income, affordable housing, especially multi-family housing units.
- Loopholes in inclusionary zoning ordinances have also permitted developers to pay fees to avoid requirements to set aside a proportion of their housing developments as affordable for low- and very-low-income households. As a result, it is very difficult to obtain and maintain affordable housing without subsidies

Observations: Scaling for a Solution is Critical

Scenario 1 Investment Impact Dashboard, Households with Only Adults						
	2020	2021	2022	2023	2024	2025
Returning from Previous Year		19%	16%	13%	10%	7%
Inflow		20%	20%	20%	20%	20%
Total New Investment (cumulative)		\$100,000,000	\$160,000,000	\$210,000,000	\$240,000,000	\$240,250,000
Annual HH in the System	12,005	14,925	16,218	15,765	14,926	14,742
Annual Exits	4,442	7,773	11,308	13,447	14,731	14,741
Annual Remaining	7,563	7,152	4,909	2,318	195	0
Unmet Need	63%	48%	30%	15%	1%	0%

Figure 16: Scenario 1, Investment Impact Dashboard, Households with Only Adults

“Figure 16 assumes that the more equitable and responsive homeless system represented in the model will improve the rate of permanent housing retention, steadily reducing the 19% rate of returns to homelessness by three percent each year to seven percent over five years. The inflow of households into the homeless response system maintains at 20%, close to the inflow rate that Alameda County experienced between 2017 and 2019. Scenario 1 begins with a significant investment of \$100 million in year one and then adds \$60 million in year two, \$50 million in year three, \$30 million in year four, and \$250,000 in year five. The total combined cost of Leveling Up and Scaling Up in Figure 16 is \$1.1 billion.”

Observations: An Approach To Success

Homeless households with only adults include an estimated 91.4%, or 12,005 households, and are the majority of people experiencing homelessness in Alameda County. Households with only adults are disproportionately Black (58%) and Native American (three percent) as compared with the general population of Alameda County (11% Black, one percent Native American).

Level Up Calculator: Households with Only Adults						
What type and amount of capacity and investment is needed to maximize existing resources and balance the system inventory?						
	Ideal Ratio to Crisis Response	2020 Inventory (available units)	Ideal # Units	Additional Units Needed	Level up cost	How close is the current system to the ideal ratio?
Homeless Prevention and Rapid Resolution	25%	53	339	286	\$5,152,500	16%
Crisis Response (ES, TH, SH)	100%	1,357	1,357	0	\$0	100%
Transitional Housing for Youth	17%	103	226	123	\$4,495,583	46%
Rapid Re-Housing (RRH)	183%	278	2,488	2,210	\$49,168,792	11%
Permanent Supportive Housing (PSH)	133%	321	1,809	1,488	\$37,654,833	18%
PSH for Seniors	83%	0	1,131	1,131	\$33,925,000	0%
Dedicated Affordable Housing	233%	0	3,166	3,166	\$65,543,100	0%
Shallow Subsidy	108%	0	1,470	1,470	\$14,700,833	0%
Total		2,112	11,987	9,875	\$210,640,642	18%

Figure 14: Level Up Calculator for Households with Only Adults

Merits of Home Together 2026:

The Home Together 2026 plan focuses on four key components:

- Prevention
- Connect People to Shelter and Resources
- Increase housing solutions
- Strengthen Coordination

Steps Forward Beyond Home Together 2026



Improvements are needed to Systems and Operations:



Budgeting for Additional Staff and Resources



In response to 2022 Audit Systems and Services Improvement



Equity...



Expansion/Increase of Health Services for Oakland's much needed proportionate share of resources to support needs of Oakland's Homeless

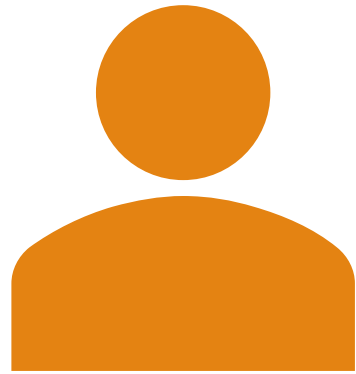


Housing Development Strategy – Specifically, supportive and transitional housing



Questions?





Thank you &
Acknowledgment
Assistant City
Administrator Simmons
