



FINAL REPORT ON THE **ROAD HOME PLAN**

DEC 2025 // HOUSING & HUMAN
SERVICES DIVISION



TABLE OF CONTENTS

01. Overview of *The Road Home*

02. Summary of Progress

- a. Needs Assessment and Next Steps
- b. Goal 1: Secure a Housing Future for All “Alamedans”
- a. Goal 2: Increase Access to Homeless Emergency Response Services
- d. Goal 3: Mobilize the Citywide Response to Homelessness

04. City of Alameda Housing System Map

05. Appendix A

- a. Progress Charts

06. Appendix B

- a. Data on people served through services for the unhoused and affordable housing

07. Contact Information



01

OVERVIEW OF THE ROAD HOME

In October 2021, the City of Alameda City Council adopted The Road Home: A Five-Year Strategic Plan to Prevent and Respond to Homelessness in Alameda (“The Road Home”). The primary purpose of The Road Home is to provide a roadmap for the City of Alameda to prevent and reduce first time homelessness, reduce chronic homelessness, shorten the period of time an individual or household remains homeless, and decrease returns to homelessness.

Through a robust stakeholder engagement process, the city identified the main causes of housing instability and homelessness as the following:

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

In addition, the primary needs to prevent and end homelessness identified include the following:

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

“ The Road Home provides a roadmap for the City of Alameda to prevent and reduced first-time homelessness, reduce chronic homelessness, shorten the period of time an individual or household remains homeless, and decrease returns to homelessness. ”



02

SUMMARY OF PROGRESS

The city identified the necessary goals, strategies, and action steps for a city-specific plan. This strategic planning and implementation process led to a pivotal structural change in the management of homeless and housing service management. Nearly two years ago, the city developed the Housing and Human Services Division (HHS). Human services is a critical component of city government. The creation of HHS allows Alameda to address housing concerns and support low-income residents in a focused and intentional manner led by strategic and evidence-based methods. Over the last two years, HHS has built out a strong team of professionals to lead homeless, affordable housing, and social services efforts. Below is a description of the HHS leadership team and a summary of the goals and strategies outlined in The Road Home.

01

Secure a Housing Future for All Alamedans

- Strategy 1.1: Assess and use available public and private land for housing.
- Strategy 1.2: Protect and expand affordable housing through local policy.
- Strategy 1.3: Coordinate short- and long-term housing solutions with the county and neighboring cities.

02

Increase Access to Homeless Emergency Response Services

- Strategy 2.1: Develop flexible resources for diversion, prevention, and housing retention.
- Strategy 2.2: Provide low-barrier, temporary housing solutions.
- Strategy 2.3: Expand outreach and supportive services to unsheltered households.

03

Mobilize the Citywide Response to Homelessness

- Strategy 3.1: Engage the community on the regional crisis of homelessness.
- Strategy 3.2: Strengthen the homeless response system infrastructure.
- Strategy 3.3: Ensure ongoing supportive services funding for assisted households.

In the five years since The Road Home was adopted, the city has made significant progress in the goals and strategy outlined in the plan.

Housing and Human Services Leadership Team

HHS is a division within the City Manager's Team:

- Amy Wooldridge, Assistant City Manager
- C'Mone Falls, HHS Manager
- Grecia Mannah-Ayon, Affordable Housing Program Manager
- Camille Rodriguez, Homeless Services Program Manager

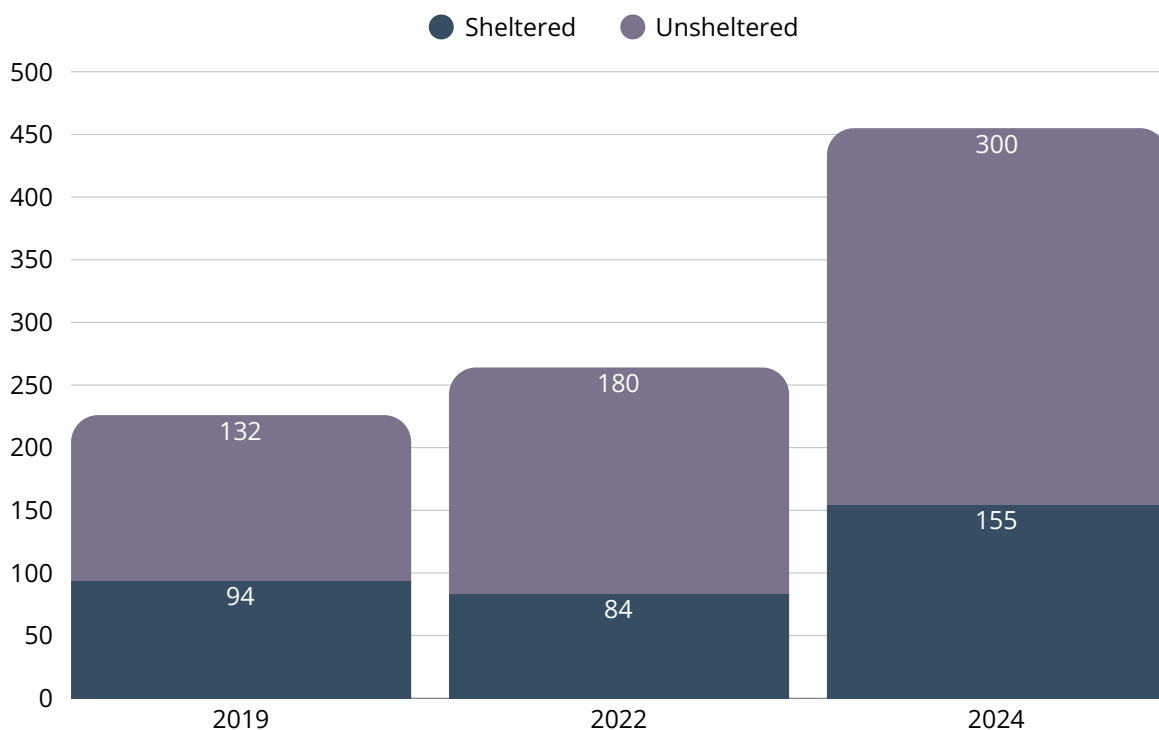


A. NEEDS ASSESSMENT

In 2024, the city conducted an annual Needs Assessment through two workshops with Alameda social service organizations to review the goals and strategies outlined in The Road Home. During these gatherings, the groups discussed accomplishments and identified next steps. Social service providers and leadership across the homeless services continuum expressed the difficulty and complexity of serving individuals from the street to successful permanent housing. The feedback provided during the workshops emphasized the ongoing need for more affordable housing, increased staff capacity, and funding for services. These identified needs are consistent with ongoing efforts needed to accomplish The Road Home's goals.

Since 2019, the City of Alameda has seen a significant increase in homelessness. The 2024 Point-in-Time Count nearly doubled from 2022 as displayed in the chart below. The next PIT Count is scheduled for January 22, 2026.

City of Alameda PIT Counts for Years 2019–2024



The Housing and Human Services Division has accomplished the goals and strategies outline in *The Road Home* strategic plan through the addition of programs, an increase in investments, addressing staff capacity, and supporting the development of affordable housing.

B. GOAL 1: SECURE A HOUSING FUTURE FOR ALL ALAMEDANS



82

Number of units built since 2021
as part of the City's BMR Home
Ownership program

Goal 1 focuses on how to leverage City policies and planning for the development of affordable housing. Since initiating *The Road Home*, the city adopted the Alameda General Plan 2040 ("General Plan"). The General Plan was adopted in November 2021 and amended in June 2022. All cities and counties in California are required to adopt a comprehensive, long-range, internally consistent plan for future development and conservation of the community. As part of the General Plan, the city adopted the 2023-2031 Housing Element ("Housing Element"). The Housing Element is the City's blueprint for how and when the community will meet the housing needs of current and future members of the community.

Since October 2021, 82 low- to moderate- income homes for sale have been built as part of the City's Below Market Rate (BMR) Home Ownership program. Additionally, during this time, 182 affordable rental units were added to the City's Below Market Rate rental program as part of the city's Inclusionary Housing Ordinance. In addition to BMR units in market price developments, HHS has invested in permanent supportive housing and housing for seniors operated by the Alameda Housing Authority. The future affordable housing pipeline will produce an estimated 816–875 units during the anticipated timeline from 2027-2029.

In response to the adopted Housing Element, the City of Alameda adopted several policies including zoning ordinances related to density bonuses and eliminating parking minimums. The current Inclusionary Housing Ordinance requires all new projects over 5 units in size to include 15% affordable housing. The City is updating the Inclusionary Housing Ordinance based on feedback from City Council and a technical working group that including Housing and Human Services (HHS) staff, housing developers, the Alameda Housing Authority, and non-profit developers.

The Road Home identified a need for collaboration to achieve the City's goals, including coordinating with the State, County, and neighboring cities. As such, HHS has prioritized partnering with other jurisdictions and applying for available funding. On November 20, 2024, the California Department of Housing and Community Development (HCD) officially designated the City of Alameda as a Prohousing Jurisdiction under the Prohousing Designation Program with a total of 52 points, making the City eligible for funding. On September 9, 2025, the City received an award letter from the HCD for funding under the Prohousing Incentive Program. The letter constitutes a conditional commitment for an award in the amount of \$1,000,000. HCD plans to issue a Standard Agreement which will allow the City of Alameda to use the funds for the Day Center Relocation project and program operations for Linnet Corner.

The city also applied for and received a \$12.3 million grant from HCD's Homekey program to develop and operate Dignity Village and a \$2.35 million grant from Alameda County for five years of operating expenses. The City continues to collaborate with Alameda County to ensure federal funds are allocated to support the prevention and ending of homelessness in Alameda. In September 2024, the Alameda County Board of Supervisors approved funding for the HOME Investment Partnerships Program with \$306,719 allocated to the City of Alameda. The City will continue to use funds to support the construction of new affordable housing, tenant-based rental assistance, and low-income unit rehabilitation programs.

B. GOAL 2: INCREASE ACCESS TO HOMELESS EMERGENCY RESPONSE SERVICES

The City of Alameda has a priority to invest in supporting the health and well-being of Alameda residents residing on the street and other places not meant for habitation. The City of Alameda displayed this support through the development of the Housing and Human Services (HHS) Division which is tasked with supporting some of the most vulnerable Alameda residents. HHS has since opened four shelter programs, three year-round and one seasonal winter program. HHS also manages outreach and engagement services. HHS initiated outreach services through contracts with nonprofits providing outreach services through two street outreach workers. HHS recently transitioned outreach services to an internal five-person Engagement Team (ET). This transition focuses on engagement services across the island supporting residents who are homeless and at risk of becoming homeless. Direct services are currently available Monday through Saturday including two service days a week scheduled at the Alameda Free Library.



HHS also developed a homeless prevention program in 2025. This program is managed by the ET with a focus on providing individualized case management services and flex fund to assist with rental arrears and other expenses impacting a resident's ability to maintain their housing. The ET works closely with a nonprofit provider to manage these funds.

HHS provides a first step of shelter services through what is currently referred to as the Day Center. This program site provides access to a day center with case management services, safe parking for individuals residing in their passenger vehicles, and overnight congregate shelter. This program is a low-barrier program, meaning there are no programmatic requirements to receive access to shelter and services. This program is accessible to all homeless households in Alameda. The second low-barrier shelter is the winter warming shelter. Access to this program has increased over the years. Initially, this program was open for three months. In FY 25/26, this shelter will be open for 5 months with on-site case management services. The case management services will support the continuum of care by identifying alternate long-term shelter options or permanent housing options for individuals utilizing the temporary winter shelter program.

HHS also manages the Emergency Supportive Housing (ESH) program. This program provides a transitional housing support model allowing participants to stay in the program for up to two-years. HHS assesses and refers clients into this program as appropriate. Lastly, HHS applied to and was awarded the State Homekey grant which allowed the City to open a new shelter program named Dignity Village with 64 additional beds. Dignity Village and ESH both provide and expect program participants to engage in supportive services relevant to their unique needs.

HHS & AHA partner together to provide a full continuum of care.

As is discussed in the following section, HHS partners closely with local and regional agencies to support the homeless population. A critical partnership is that with the Alameda Housing Authority (AHA). In addition to

other housing developments, AHA helps support a full continuum of care. HHS partners with AHA to ensure clients in the shelter programs are connected to AHA housing opportunities.

Over the last four years, the City of Alameda has gone from limited support options for the homeless population to developing a full continuum of care. HHS provides initial contact through both street outreach and access to case management services through engagement services office hours at the Alameda Free Library and an open line to reach out and request engagement services. The continuum continues through resource and shelter connection and is closed out through matches to permanent housing and aftercare support to ensure households maintain their housing and do not return to homelessness.



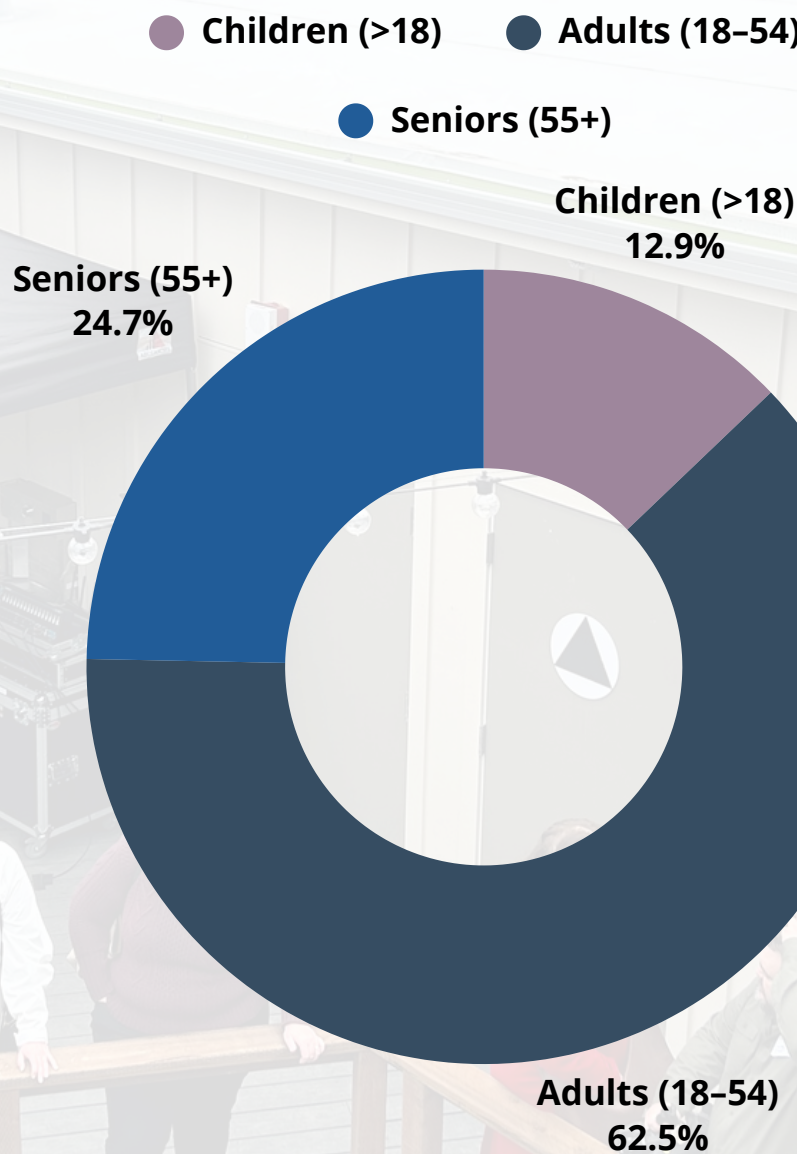
C. GOAL 3: MOBILIZE THE CITYWIDE RESPONSE TO HOMELESSNESS

In September 2025, the Housing and Human Services Division (HHS) initiated an Engagement Team supporting housing insecure households in Alameda. This team supports both homeless households and households at-risk of becoming homeless. This work is supported through collaborations with partner agencies. HHS holds a twice-monthly outreach collaboration meeting between City, County, and nonprofit partners to discuss support plans for clients and troubleshoot challenging situations. The intention of the meetings is to ensure clients are best supported with rapid transition from the street and shelter programs into permanent housing. Additional partnerships include meeting regularly with Alameda County's Health Care for the Homeless, shelter providers, AHA, and Mid-County partners. Alameda Family Services meets regularly with HHS to collaborate on challenging cases and is further partnering with HHS through the Alameda Fire Department-led Community Assessment Response & Engagement team (CARE) and the addition of an on-site social worker at the Alameda Free Library. HHS also utilizes County services when additional support is needed through their Mobile Access Team and behavioral health services.

The City developed the CARE Team in 2021. While this team supports all Alameda residents experiencing a mental health crisis, it is a critical tool to support homeless residents who may experience a mental health crisis and may need immediate support.

NUMBER OF PEOPLE SERVED THROUGH HHS UNHOUSED SERVICES OCTOBER 1, 2021– OCTOBER 31, 2025

Total People Served: 1,348*



*** 3 persons decline to give their age
See Appendix B, table 2 for more data.**

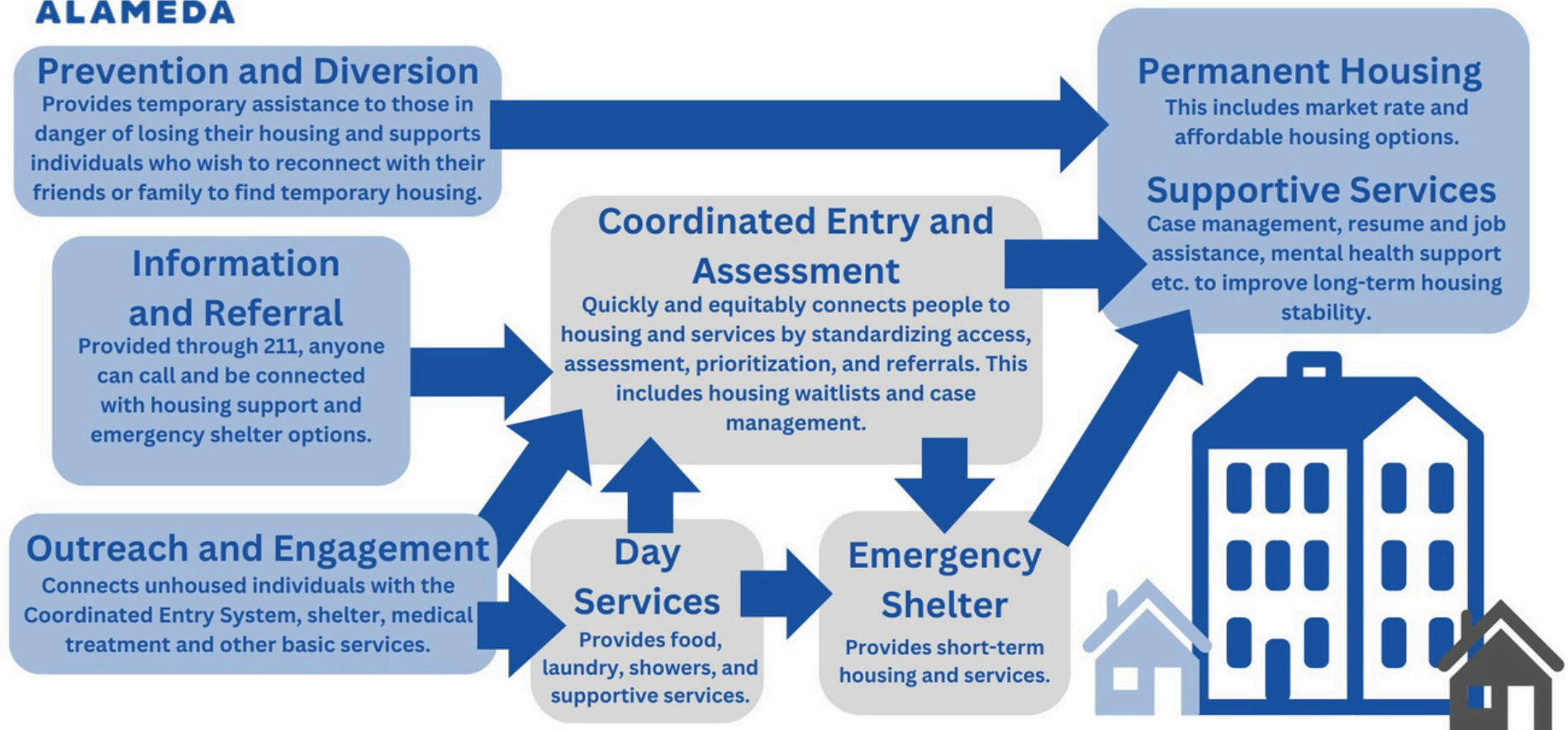
03

CITY OF ALAMEDA HOUSING SYSTEM MAP



ALAMEDA

Housing System Map



04

APPENDIX A

A. PROGRESS CHARTS

Strategy 1.1: Assess and Use Available Public and Private Land for Housing

| Actions | Status |
|--|--|
| Collaborate with the Planning Building and Transportation Department as they conduct an inventory of unused, underutilized, and available properties that would be appropriate for rehabilitation or development for permanent housing purposes. | Complete |
| Identify the most suitable sites for rehabilitation or development of permanent housing and initiate planning. | Complete |
| Evaluate and determine the City's role in owning or managing City- owned properties. | Complete |
| Assess housing sites' proximity to amenities to support affordable housing (e.g., transit, parks, food). | Complete |
| Rehabilitate vacant or underutilized properties to create permanent supportive housing. | This is an ongoing need and is dependent on adequate funding. Funding resources will continue to be sought to support the increase of permanent housing and rehabilitation of vacant properties. |
| Secure City-owned housing sites to be owned by the City or the Alameda Housing Authority in order to obtain and maintain affordable housing for all Alamedans. | Complete—the Housing Authority completed and opened Estuary I and Linnet Corner. |
| Explore master lease, lease to own, or create agreements with existing lodging in the community (e.g., motels) to create PSH. | Ongoing. This was previously thought to be an infeasible action. HHS is currently exploring opportunities for hotel conversion through County and State funding opportunities. |

Strategy 1.2: Protect and Expand Affordable Housing Through Local Policy

| Actions | Status |
|--|---|
| Adopt the specific policy directions in the draft General Plan to support and prioritize the reduction of homelessness in Alameda. | Complete |
| Evaluate current City policies to identify any rules or programs in place that inhibit development of affordable housing. Identify changes that would reverse the negative impacts of those policies. | Complete |
| Consider revisions to City policies to expand and streamline, by right, a wide variety of resources, services, and housing for people experiencing homelessness, including the development of rent controlled apartment buildings, multi-family housing units, in-law units, and Accessory Dwelling Units (ADUs). | Complete and ongoing |
| As part of the City's Housing Element continue to update, identify and implement opportunities to streamline City approvals for housing and service locations for formally and currently homeless households (e.g., year-round overnight shelter, community cabins, safe parking, and permanent supportive housing). | Ongoing |
| Develop a local policy that prioritizes placement in new housing developments to households who live or work in the city, as permitted by law. | Complete |
| Evaluate the need for a local policy that prioritizes households who were displaced from the city for placement into new housing developments. | This is infeasible. There is not a platform in place that collects data that would allow the City to assess the need for this type of program. This has been an ongoing conversation throughout the county. |

Strategy 1.3: Coordinate Short- and Long-Term Housing Solutions with the County and Neighboring Cities

| Actions | Status |
|--|---|
| Identify cost-sharing opportunities for partnership with the County, or other cities within the County, to secure sites for housing. | Ongoing |
| As contracts permit, and in alignment with County and other cities, require existing and new permanent housing providers to commit to being low-barrier and adhere to Housing First principles to receive ongoing funding from the City. | Complete and ongoing. |
| Ensure the City's plans are in step with the County's homelessness strategic plan. | Ongoing—Alameda County is actively undergoing a new strategic planning process named Home Together. |
| Leverage County-level programs, and expand locally as needed, to educate landlords about laws against discriminating against applicants based on source of income. | Ongoing—HHS continues to leverage County services and programs. HHS has recently expanded these services by adding a prevention service program. |
| Incentivize absent landlords to sell or develop properties (e.g., vacancy tax or other similar efforts, including County-level approaches). | Ongoing—Feasibility in question due to funding availability. |
| Work with the County and/or neighboring cities to create or build on existing a landlord incentive programs to secure rental units for households experiencing homelessness. | Complete. The Rent Program operates a landlord incentive program that waives a unit's annual Rent Program fee if the landlord rents the unit to a tenant with a Section 8 Housing Choice Voucher. |

Metrics for Strategy 1

| Metric | Status |
|---|---|
| By 2023, implement a preference to prioritize those who live or work in the city for all new supportive and affordable housing developments as permitted by law | Where the City of Alameda has control over filling units, the City has implemented a preference for households that live and/or work in the City. These preferences are based on the May 2021 Housing Affordability and Displacement Report, which documented the need for a local preference and also established that these preferences would not result in a disparate impact. |
| By the end of 2024, develop at least one landlord incentive program. The program will help secure market rate units that can be subsidized through City, County, state, or federal funding. | The Rent Program operates a landlord incentive program that waives a unit's annual Rent Program fee if the landlord rents the unit to a tenant with a Section 8 Housing Choice Voucher. |
| By 2026, develop at least one housing pilot project in partnership with the County or a neighboring city. The project will be targeted partially or in whole at housing people experiencing homelessness in the city. | HHS has leveraged County funds to support and enhance winter warming shelter services. The County funding has added five additional beds, added case management services to support participants' transition to housing, and hotel voucher funds. Alameda County recently released an RFP for Measure W funds to support permanent supportive housing. HHS is working with partner agencies to explore options to utilize these funds in Alameda to add affordable housing units to the City. |
| By 2026, ensure that 120 new PSH units are purchased, built, or rehabilitated for people experiencing homelessness. | North Housing PSH I, also known as Estuary I, was completed in September 2025, adding 44 units to the PSH supply. North Housing PSH II (i.e. Estuary II) is scheduled to be completed in 2027 and will add an additional 46 units of PSH, totaling 90 units. The City also supported the development of Rosefield Village through an investment of HOME funds. This development was completed in 2022 and added 92 units of affordable housing. |

Strategy 2.1: Develop Flexible Resources for Diversion, Prevention, and Housing Retention

| Actions | Status |
|---|--|
| Develop a process to work with the Alameda Unified School District's (AUSD) McKinney-Vento Program Liaison to ensure early identification of families facing housing instability. | Complete and ongoing. HHS works in close partnership with AUSD. This includes working directly with AUSD's McKinney - Vento coordinator to support homeless families in Alameda. |
| Collaborate with College of Alameda (COA) identify transition age youth experiencing homelessness. | Ongoing – HHS has met with COA to discuss the needs of their students. A pathway has been developed to share and connect students to resources. |
| Survey the needs of senior residents aging in place to ensure physical and mental well-being and housing stability. Consider long-term flexible funding for those identified at risk of losing their housing when a small monthly subsidy would eliminate the risk. | HHS is working with the Social Services Human Relations Board (SSHRB) to ensure Alameda is an age friendly city. SSHRB and HHS are currently conducting listening sessions to understand the City's needs. HHS also collaborates closely with the Mastick Senior Center. The City plans to apply for Alameda County resources that will further enhance this collaboration and the ability to connect seniors to services. |
| Expand the availability and amount of flexible funds to support homeless and at-risk households through both one-time and short-term, recurring financial assistance to solve acute housing crises and emergencies. The current one-time limit is set at \$750. | Complete – HHS has initiated a homeless prevention program. This includes the development of a flexible fund to support households at risk of homelessness to maintain their housing and individualized case management services to support these households. |

Strategy 2.2: Provide Low-Barrier, Temporary Housing Solutions

| Actions | Status |
|--|--|
| <p>Assess the need for, and feasibility of, ongoing non-congregate shelter facilities, in consideration of the COVID-19 pandemic and other learned benefits of non-congregate spaces.</p> | <p>Ongoing – Dignity Village was opened through the support of both City investments and State funding. This provided 47 units of non-congregate shelter. The 2025 winter season expands winter shelter services by adding 5 additional beds for a total of 25 beds and extending the term of the season shelter by an additional month. Plans for the upgraded overnight shelter at Alameda Point are moving forward with a construction team selected to develop the site. This site will add 12 additional beds to the housing stock. Funding is needed to further increase the amount of non-congregate shelter.</p> |
| <p>As contracts permit, require existing and new temporary housing providers to commit to being low-barrier and adhere to Housing First principles in order to receive funding from the City.</p> | <p>Complete</p> |
| <p>Enact a citywide Emergency Ordinance to facilitate the rapid implementation of temporary shelter and other housing policies that prevent and end homelessness.</p> | <p>This item will be reviewed as part of the upcoming strategic plan.</p> |
| <p>Expand low-barrier shelter capacity, incorporating Housing First principles to existing shelters, and to any new or expanded shelters (e.g., allow partners, pets, possessions; not require sobriety or mental health counseling to enter).</p> | <p>Complete</p> |
| <p>Ensure access to shelter is full-time (24/7), year-round, and housing-focused (e.g., provides supportive services and case management to help people transition to permanent housing).</p> | <p>Ongoing—three of the four Alameda managed shelters are year round. The winter shelter is expanding to an original term of 3 months to a 5 month term. Increased funding is needed to further expand the term of this program. Additional programs that Alameda funds, such as Midway Shelter, are full-time.</p> |

Strategy 2.2 (Continued): Provide Low-Barrier, Temporary Housing Solutions

| Actions | Status |
|---|--|
| Prioritize new shelter development for underserved populations (e.g., single men). | HHS developed Dignity Village, opened Emergency Supportive Housing, expanded the winter shelter program, and is in process of expanding the first step overnight shelter program. |
| Integrate behavioral health services (e.g., mental health, alcohol, and substance use services) into major shelters, providing more wrap around services than are currently provided. | <p>Complete and ongoing.</p> <p>In 2024, mental health services were added on-site to the three year-round shelter programs managed by the City of Alameda through a partnership with Alameda Family Services.</p> |



Strategy 2.3: Expand Outreach & Supportive Services to Unsheltered Households

| Actions | Status |
|---|---|
| Define and publicize clear roles and rules of engagement of entities who may encounter the unsheltered community, including homeless and health outreach teams, Fire and Police Departments, Community Development, Recreation and Parks, and Public Works. | Complete and ongoing |
| Continue to ensure diversity of street outreach staff to include people with lived experience by lowering barriers to employment and recruitment. | Complete and ongoing |
| Assess the cost and impact to develop a local “Ambassador” program. An Ambassador program would provide local outreach to unhoused residents, hospitality and safety services for the community, maintenance and cleaning of public spaces, and employment opportunities for those with lived experience of homelessness. | Complete – The Emergency Supportive Housing Program supports a work training program for program participants to support their peers with accessing resources. |
| Coordinate existing and new hygiene, shower, and laundry service providers so services are available daily. | Ongoing – HHS works with Dignity on Wheels to provide weekly showers and partners with Christ Church to connect homeless households to showers. Through the redevelopment of the Day Center program, HHS will provide daily showers to the homeless community. This is currently slated to be available fall of 2026. |
| Implement trainings on best practices for nonprofit providers and City staff, including trauma-informed care, critical time intervention, motivational interviewing, and use of technology. | Alameda County provides these trainings free of charge in a collaborative setting for all providers in the full county continuum. New staff and new providers are connected to these trainings. |
| Expand behavioral health outreach teams (e.g., mobile crisis). | Complete |

Metrics for Strategy 2

| Metric | Status |
|--|--|
| By the end of 2022, expand year- round, low- barrier shelter capacity to serve an additional 10 individuals experiencing homelessness; then create capacity for thirty additional individuals yearly through 2026. | The City has expanded year-round, low- barrier shelter capacity to serve an additional 10 individuals experiencing homelessness, completing the 2022 goal. The Day Center now has 17 beds and Emergency Supportive Housing has 26 beds. Dignity Village has 62 beds and winter warming shelter has 25 beds as of FY 25/26. The Day Center will increase to 30 beds in 2026. By late 2026, there will be a total of 143 shelter beds. |
| By 2023, double the cap on one- time flexible funding grants from \$750 to \$1,500 without reducing the number of individuals served. | The City has removed the \$750 cap. Flexible funds are currently available through Building Futures and St. Vincent de Paul. Providers are required to serve a minimum number of people and to seek consultation with the City before distributing more than \$1,500 to one household. |
| The 2025 PIT Count will show 115 or fewer unsheltered individuals in the city, representing a 50% reduction from the 2019 PIT Count | This goal will be reevaluated in the upcoming 2026 – 2030 strategic plan. There are varying factors impacting the Point-in- Time Count. Data will show an increase of individuals matched to shelter programs and permanent housing. |
| By 2026, provide daily shower and hygiene services accessible to people experiencing homelessness in the City | Shower services are now available three times a week, an increase from once a week at the time the strategic plan was adopted. Shower and hygiene services are currently available through the Christ Episcopal Church Shower Program and the Mobile Shower and Laundry Services Collaboration between Village of Love and WeHOPE's Dignity on Wheels. The new Day Center, slated for mid-2026, will provide showers and laundry services 7-days a week. |

Strategy 3.1: Engage the Community on the Regional Crisis of Homelessness

| Actions | Status |
|--|---|
| <p>Consult and partner on an ongoing basis with local faith-based organizations to leverage their strengths in building community, providing essential services, and coordinating volunteers and resources.</p> | <p>Complete and ongoing – HHS works in partnership with Christ Church to operate an annual winter warming shelter with donated dinners and breakfast coordinated by the church. This collaboration has led to the increase of the term of the program and amount of meals provided to the community. HHS also works with the faith community to provide a weekly meal through the dine and connect program.</p> |
| <p>Design an ongoing education and participation campaign for Alameda residents, employees, and businesses to inform the community about specific local needs and the work the City is doing to meet those needs. Highlight City programs and services, data-driven best practices, opportunities for community members to get involved, and examples of impact and success.</p> | <p>The City Manager's Office Communications Division supports this work. HHS works in partnership with this division to inform and educate the community.</p> |
| <p>Create resident- and business- focused initiatives that match local employers with individuals facing housing instability. Initiatives can include training, in addition to offering employment, scholarship, mentorship, or housing opportunities.</p> | <p>HHS operates with the Social Service Human Relations Board (SSHRB) and the Alameda Collaborative for Children, Youth, and their Families (ACCYF) to collaborate with residents and agencies to enhance access to services and employment.</p> |

Strategy 3.2: Strengthen the Homeless Response System Infrastructure

| Actions | Status |
|---|--|
| Ensure local programs that primarily serve people experiencing homelessness can access and fully participate in the County-led Coordinated Entry System and can enter data into the Countywide HMIS. | Complete |
| Center racial equity and the voices of people with lived experience of homelessness in homeless services design. In practice, this involves lowering barriers to entry to outreach, shelter, and housing interventions; as well as emphasizing the goals of each individual and their unique barriers to housing stability. | This is an ongoing practice. |
| Add additional monthly provider meetings (one for executives and the other for providers) to bring together executive leadership, middle management, and direct service teams to share resources and improve coordination. | Complete |
| Develop an annual or biennial work plan with prioritized action steps to guide implementation. Regularly provide updates on progress made on Strategic Plan goals, strategies, and metrics, and refine action steps as needed. | HHS implemented The Road Home Strategic Plan. HHS is working with a consultant to develop a new strategic plan focused on years 2026 -2030 that will direct the activities of HHS. HHS will conduct a regular review of the strategic plan to ensure HHS stays on track with it's goals and to ensure the goals remain relevant. |
| Conduct local City homeless surveys (through PIT counts or other means) to collect demographic data (e.g., age, gender, race/ethnicity, veteran, disabled) about people experiencing homelessness in the city. | Complete and ongoing. |

Strategy 3.2 (Continued): Strengthen the Homeless Response System Infrastructure

| Actions | Status |
|---|--|
| <p>Develop a local “by-name list” that records all known households in need of housing and services in the city. The by-name list can supplement Countywide HMIS data, as not everyone seeks formal assistance through the County. Use the by-name list to structure the City’s response to homelessness. Train and coordinate providers to use the local “by-name” list and target services to places where people who are living unsheltered are staying.</p> | <p>HHS holds collaborative meetings with service providers to ensure clients receive services relevant to their needs. This includes case conferencing with service provider to discuss the progress of housing plans of each client in the program. It also includes outreach case conference to ensure clients residing on the street are matched to services and receiving the support they need to be successful.</p> |
| <p>Prioritize local funds toward activities that serve as a source of match for new and existing federal, state, and County funding.</p> | <p>Complete and ongoing.</p> |
| <p>Secure an additional staff member to support the coordination of local housing and supportive services, implementation of the Strategic Plan and report on objective system performance measures.</p> | <p>Complete and ongoing.</p> |
| <p>Expand the use of the local Homeless Hotline to operate 24/7 as the publicly available contact point that supports unhoused and housed residents in need of case management or behavioral health services, shelter or housing, or public works/sanitation/safety support.</p> | <p>HHS contracted with Eden I & R to provide a homeless hotline from 9 am – 5 pm Monday through Friday. Calls received during this time frame were routed to City of Alameda staff for follow-up. Calls outside of that timeframe were rerouted to the general 211 line. City of Alameda staff did not receive information about these after-hours calls. This program was funded through the General Fund. HHS has discontinued this service for a more streamlined cost efficient process. Requests for homeless services are now submitted through the City’s SeeClickFix platform. Requests can also be submitted through the HHS phone line and e-mail address.</p> |

Strategy 3.3: Ensure Ongoing Supportive Services Funding for Assisted Households

| Actions | Status |
|---|--|
| Require all local housing and rental assistance providers to annually assess whether any of their tenants who have received past financial support need additional support to prevent re-entry into homelessness. | This action requires additional research and staff capacity to determine the feasibility of providers to conduct this requirement and confirm how compliance can be monitored. |
| Identify a partner to build out workforce development programming specifically for households who are unhoused (or formerly unhoused) who have secured or maintained housing with a one-time grant or ongoing rental subsidy/voucher. | HHS is funding workforce programming through the Emergency Supportive Housing program. Households in this program who are excelling in their program are provided on-the-job workforce development at the homeless programming site referred to as the Day Center. |
| Invest in (or prioritize, at a minimum) local funding for case management, physical health, behavioral health, and substance use services for households receiving financial assistance. | Complete and ongoing. |

Metrics for Strategy 3

| Metric | Status |
|---|--|
| By the end of 2022, the city will launch its first outreach initiative to help residents learn about services and housing, demographics and data, outcomes and success, and opportunities to get involved. | Supper & Support was piloted from January to June 2024 in collaboration with Alameda Free Library (AFL) and the Social Service Human Relations Board (SSHRB). For six months, the program covered themes including: housing resources, homelessness, diversity and inclusion, senior services, and job readiness. Food was provided and sponsored by the Friends of the Alameda Free Library. In 2025, Dignity Village operated two resource fairs to connect residents to resources and services. The summer of 2025, HHS partnered with Alameda County to provide information and access to services at a coordinated county-wide resource fair held at the Oakland Coliseum. HHS will continue to identify opportunities for outreach and resource fairs to support the homeless and low-income population. |
| By 2022 and annually thereafter, match five individuals experiencing homelessness or who have recently experienced homelessness to business and/or community-led initiatives that lead to job placement or education opportunities. | Alameda Point Collaborative (APC) utilized the Community Development Block Grant to operate the Workforce Development Program, which provided employment services and on the job training to individuals who have experienced homelessness and are now residents of APC's supportive housing program. Annually, APC matched 20-25 individuals with employment opportunities. |
| By the end of 2022, ensure 90% participation in the Countywide HMIS, from City, County, and nonprofit providers who primarily service individuals experiencing homelessness. | All City of Alameda programs serving people experiencing homelessness participate in Countywide HMIS. |

04

APPENDIX B

A. DATA

TABLE 1. BELOW MARKET RATE HOUSING IN THE CITY OF ALAMEDA
FROM 2021-2025 AND BEYOND

| Development | Number of affordable units | Year Completed/ Estimated | Owner | Type |
|---|-------------------------------|------------------------------|---------------------------|--------|
| Estuary | 45 | 2025 | Alameda Housing Authority | Rental |
| Linnet Corner | 64 | 2025 | Alameda Housing Authority | Rental |
| Estuary II | 46 | 2027 | Alameda Housing Authority | Rental |
| The Poplar | 50-60 | 2028 | Alameda Housing Authority | Rental |
| North Housing Block B | 50-60 | 2029 | Alameda Housing Authority | Rental |
| North Housing Block C | 200-250 | 2029 | Alameda Housing Authority | Rental |
| North Housing Block D | 140-175 | 2029 | Alameda Housing Authority | Rental |
| Rosefield Village | 92 | 2022 | Alameda Housing Authority | Rental |
| Alta Star Harbor | 24 | 2023 | Strada | Rental |
| The Launch | 49 | 2023 | LS-Alameda Marina, LLC | Rental |
| Alameda Landing - Bay 37 Phase I | 26 | 2022 | Pulte | Sale |
| Alameda Landing - Bay 37 Phase II | 7 | 2023 | Pulte | Sale |
| Alameda Landing - Bay 37 Phase III | 8 | 2024 | Pulte | Sale |
| LandSea | 25 | 2023 | LandSea Homes | Sale |
| Skyline (formerly Pennzoil/Grand & Clement) | 16 | 2026 | Trumark | Sale |
| Main Street RESHAP | 324 | TBD | MidPen Housing | Rental |

DIAGRAM 1. NUMBER OF RENTAL BELOW MARKET RATE (BMR) UNITS BY INCOME LEVEL (MIN)*

*2 Alameda Housing Authority Properties are designated as 60% AMI as a special condition.

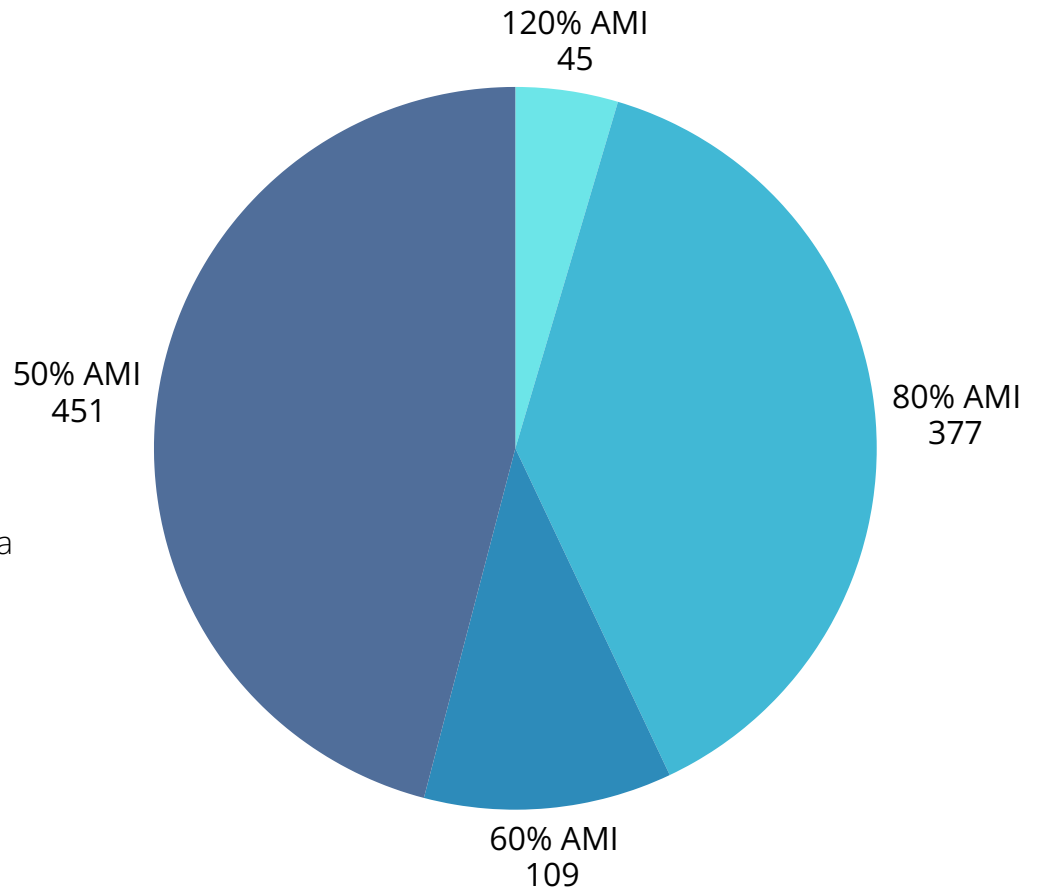


DIAGRAM 2. NUMBER OF RENTAL BELOW MARKET RATE (BMR) UNITS BY INCOME LEVEL (MAX)*

*2 Alameda Housing Authority Properties are designated as 60% AMI as a special condition.

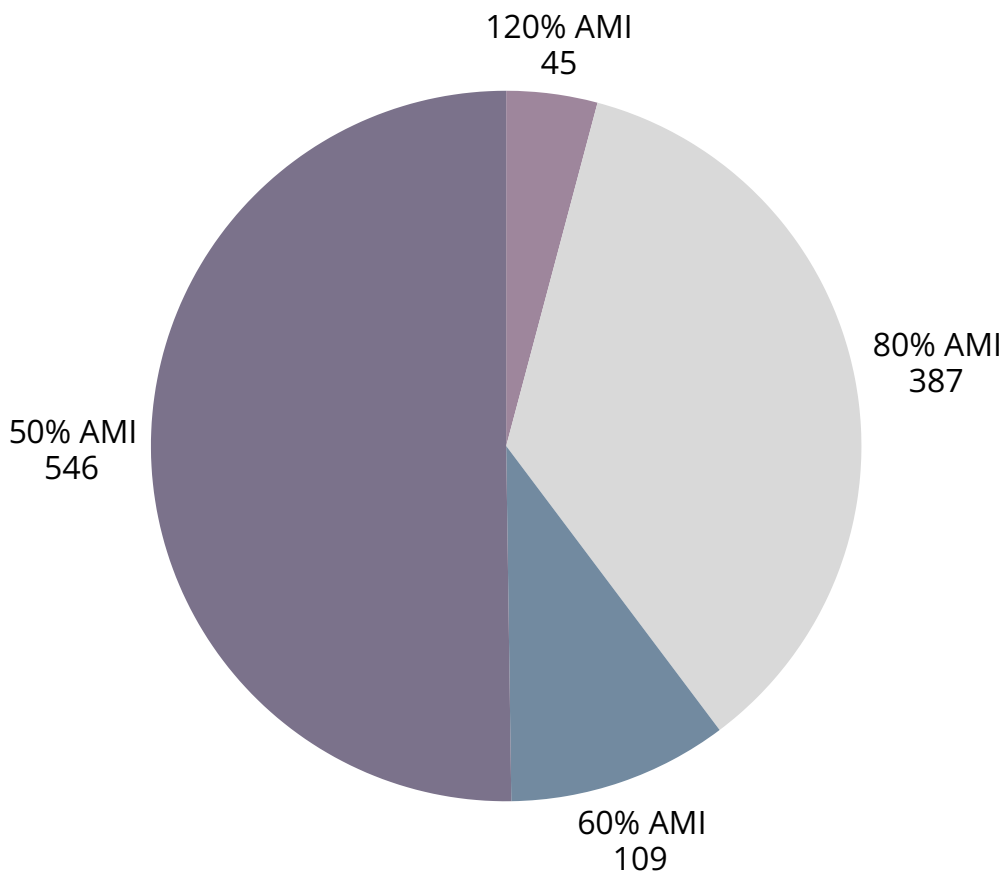
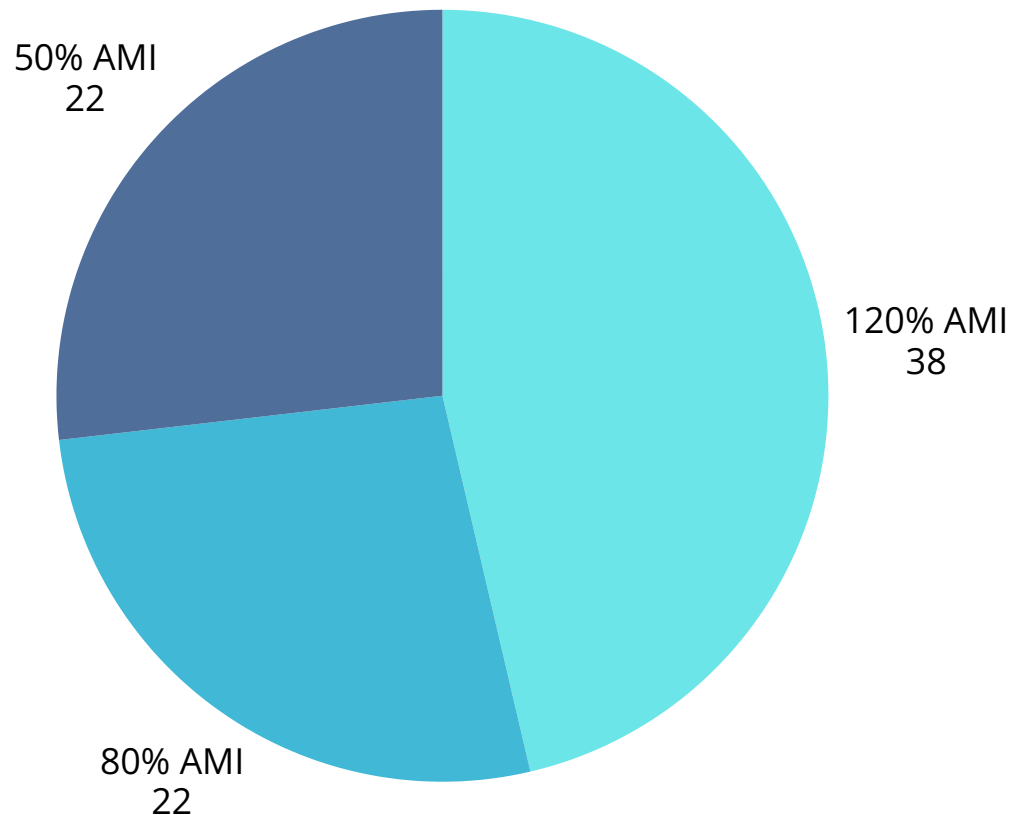


DIAGRAM 3. NUMBER OF OWNERSHIP BELOW MARKET RATE (BMR)
UNITS BY INCOME LEVEL



"The Housing and Human Services Division has accomplished the goals and strategies outline in The Road Home strategic plan through the addition of programs, an increase in investments, addressing staff capacity, and supporting the development of affordable housing."

TABLE 2. NUMBER OF PEOPLE SERVED THROUGH HHS UNHOUSED SERVICES OCTOBER 1, 2021 – OCTOBER 31, 2025

| Category | Number of Clients | Percentage |
|--|-------------------|------------|
| Total Number of Persons Served | 1348* | |
| Number of Adults (Age 18 or over) | 1172 | 87% |
| Number of Children (Under Age 18) | 173 | 13% |
| Number of TAY (age 18–24) | 93 | 7% |
| Number of Seniors 55+ | 332 | 25% |
| Number of Veterans | 44 | 3% |
| Number of Chronically Homeless Persons | 737 | 55% |

*3 individuals declined to give their age



DIAGRAM 4. AGE DEMOGRAPHICS OF PEOPLE EXPERIENCING HOMELESSNESS

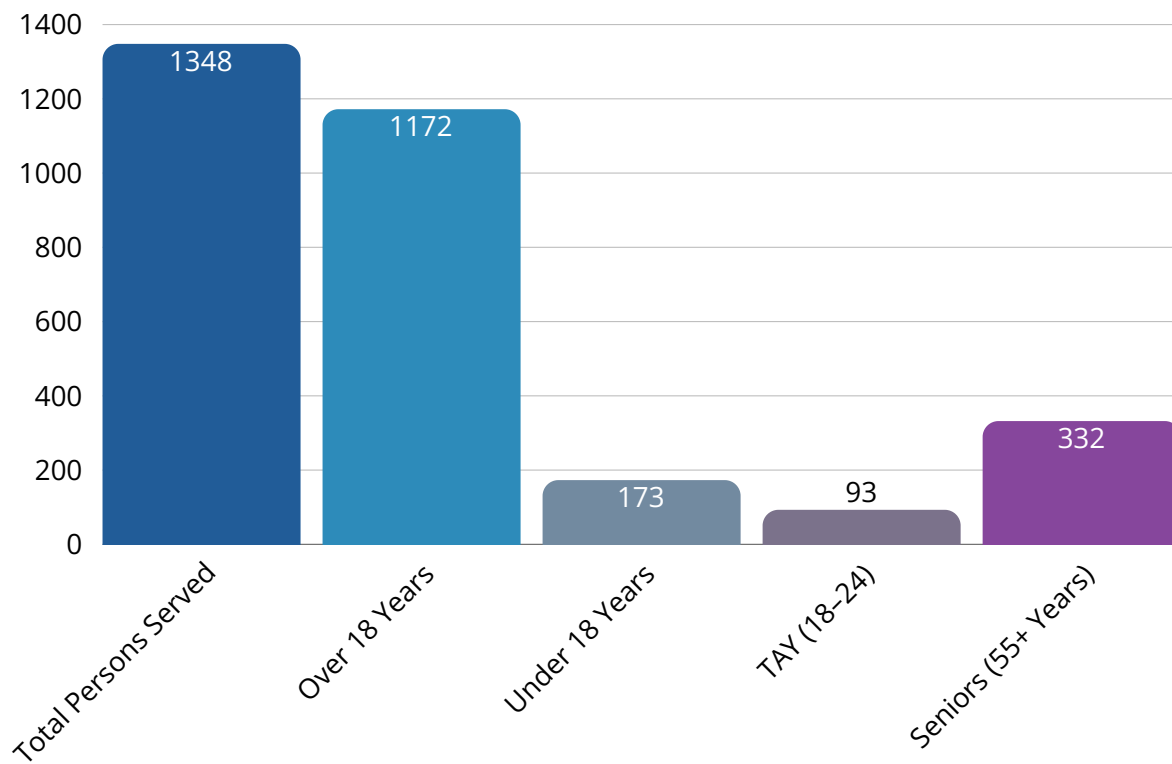


DIAGRAM 5. CHRONIC HOMELESSNESS STATUS

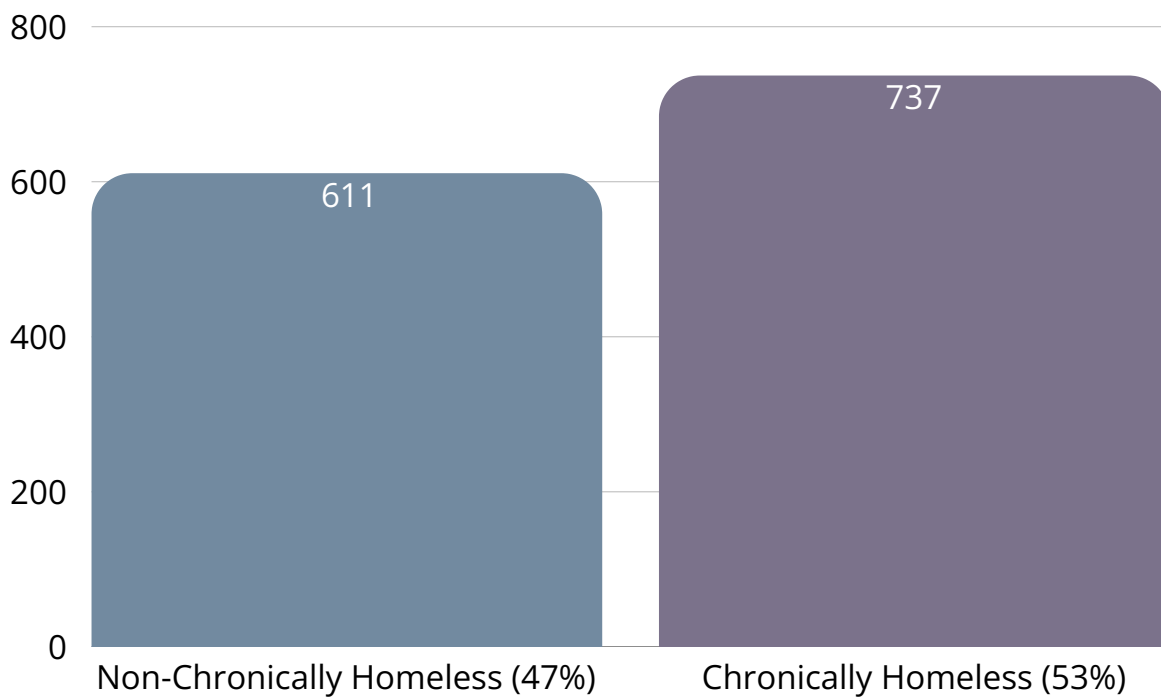


DIAGRAM 6. VETERAN STATUS OF PEOPLE EXPERIENCING HOMELESSNESS

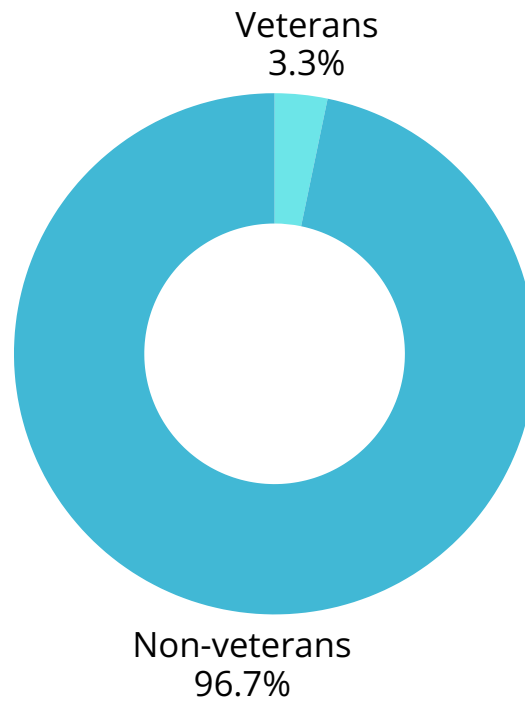
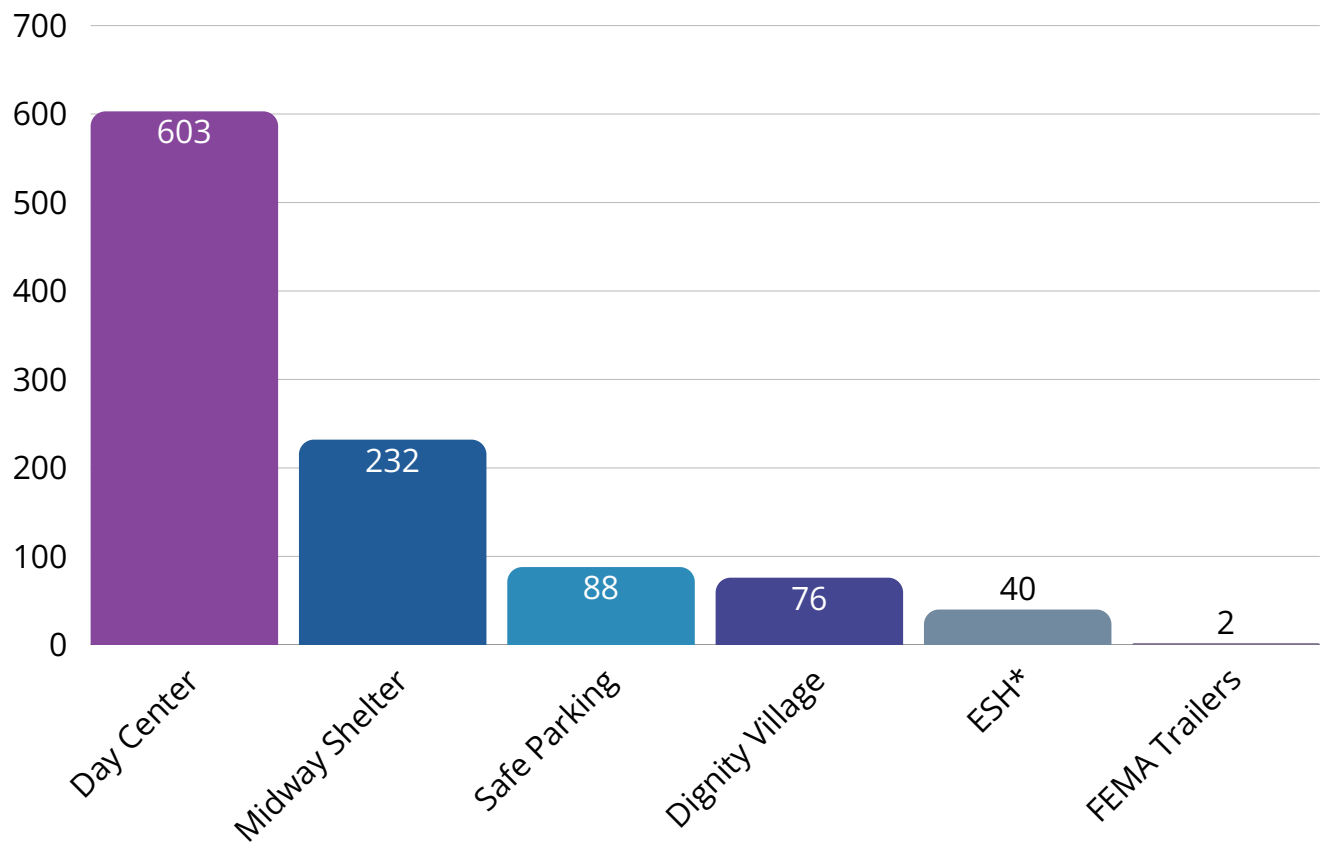
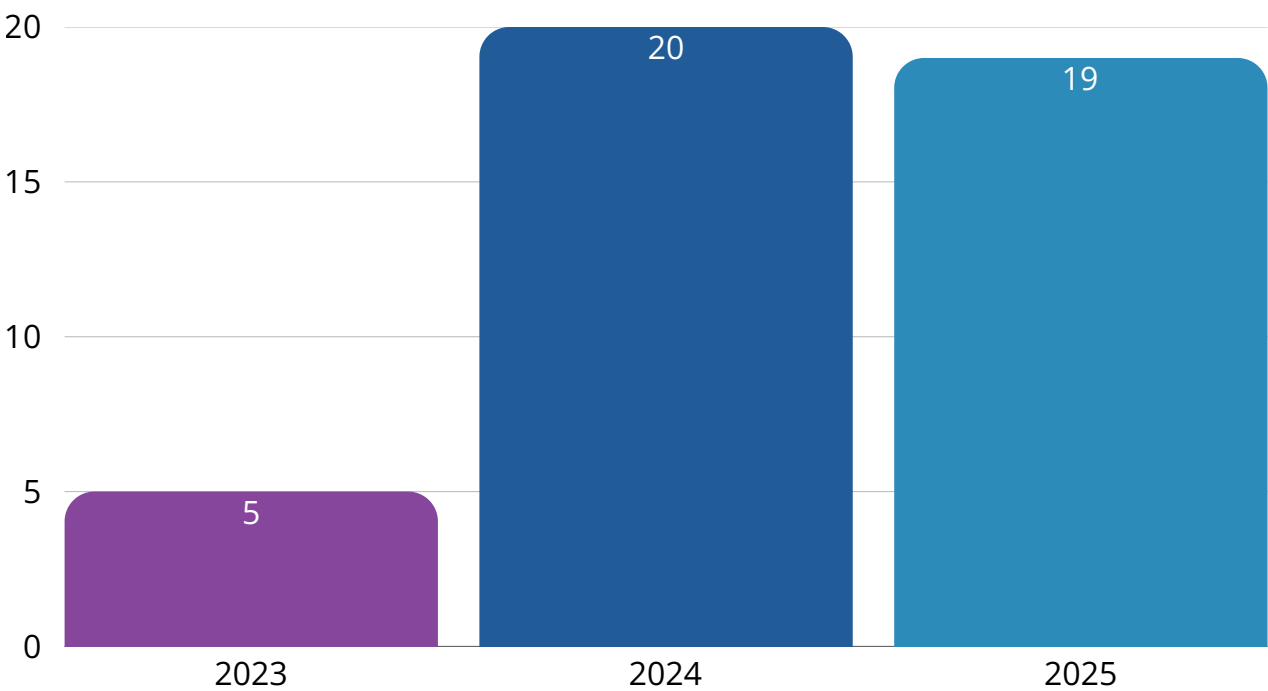


DIAGRAM 7. PERSONS SERVED PER SHELTER SITE



* Emergency Supportive Housing

DIAGRAM 8. NUMBER OF PEOPLE PERMANENTLY HOUSED BY DIGNITY VILLAGE



* 2025 is up until October 31, 2025

07

CONTACT INFORMATION

- Housing and Human Services Main Line: 510-747-6890
- For affordable housing opportunities: housing@alamedaca.gov
- For unhoused services: humanservices@alamedaca.gov
- For more information regarding the Housing and Human Services Division's programs and services, visit: <https://www.alamedaca.gov/Departments/Housing-and-Human-Services>
- For more information about this report, please contact:
 - C'Mone Falls, Housing and Human Services Manager(cfalls@alamedaca.gov)