



Measure W

County Administrator
Interim Director, AC Health
Director, AC Health Housing & Homelessness
Director, Social Services Agency
Director, Community Development Agency
Director, General Services Agency

July 22, 2025

Presentation Outline

- Contextual landscape
- Measure W background
- Proposed Allocation Framework
- Home Together Plan
- Recommendations and requested direction



Contextual Landscape



Significant Policy and Funding Shifts Ahead

- **Federal reconciliation bill ushers in major policy changes over next decade**
 - Cuts and reduced access to health and social services programs
 - Significant increase in federal immigration law enforcement
- **Proposed restructuring of federal agencies for Housing and Urban Development (HUD) and Health and Human Services (HHS)**
 - Increased fiscal and programmatic pressure on multiple State, County, and City agencies
 - Uncertainty for service providers
- **State budget remains vulnerable to federal policy and economic shifts**
 - Medi-Cal eligibility changes for immigrants initiated
 - Major initiatives (i.e. Prop 1) reliant on volatile tax sources
 - Federal tax reform and tariffs



Flexibility and Ability to Pivot Remain Critical amid Ongoing Local Uncertainty

- Nearly two thirds of County budget relies on State and Federal aid
- County's balanced \$5.1B Fiscal Year 25/26 budget may need to be revisited, pending additional State or Federal action
- Cities across the county continue to face budget shortfalls
- Projected \$700M+ shortfall in County's Long Term Capital Plan
- Multiple mandated initiatives/obligations underway (Behavioral Health, Litigation, CalAIM, Regional Housing Needs/Goals)
- Impacts to County agencies/departments and community partners will require iterative analysis as state/federal policy and budgets implemented



Economic Outlook

1

Labor Market/Employment

- Alameda County Unemployment 4.1%
- California Unemployment 5.3%
- National Unemployment 4.2%
- 2nd straight month of employment declines in region.

2

Growth & Development

- Regional housing permits authorized in May 2025 - 1,007
- Up from one year ago May 2024 - 567
- Down from peak of 2,921 in December 2018.

3

Inflation

- CPI up .3% in June.



4

Tariff & Trade Policies

- Uncertainty on tariffs

5

Interest Rates

- Fed left interest rates unchanged
- Median home prices and home sales volume down.
- Median home prices remain prohibitively high at \$1.32M

6

Climate Impacts

- Record-high insurance losses
- raising global food prices
- natural disasters



Measure W Background



Timeline & Voter Approval

- BOS placed on ballot as 10-year, ½ cent sales tax, general revenue measure
- Passed with 50.09% of vote in November 2020
- Tax collection began in July 2021; funds held in escrow.
- Litigation ultimately unsuccessful and Measure upheld by Courts in April 2025

Ballot Language

*“Shall a County of Alameda ordinance be adopted to establish a half percent sales tax for 10 years, to provide **essential County services, including housing and services for those experiencing homelessness, mental health services, job training, social safety net and other general fund services**, providing approximately \$150,000,000 annually, with annual audits and citizen oversight?”*



BOS Direction to Date

December 17, 2024:
One-time \$394.5M designated for Homelessness & Housing Services, upon release of Measure W funds

- \$4.5M one-time funding to support staffing ramp-up
- \$10M to seed a Housing Subsidy Flex Pool
- \$30M to bring online 250 new interim units (RFI issued)
- \$350M to launch Capital Acquisition Fund

Fiscal Year 25/26 Budget direction \$6.5M

- \$4M for food procurement, meal prep, and delivery
- \$0.5M for food recovery
- \$2M for senior services (AAA Providers)

Priority areas indicated during BOS and Committee meetings in 2025

- Unincorporated areas
- Homelessness
- Affordable housing
- Older adults
- Federal and State policy and budget impacts
 - Immigrants and LGBTQ+ communities
 - Behavioral health prevention
 - Safety net programs
- Food security
- Shelter bed rate

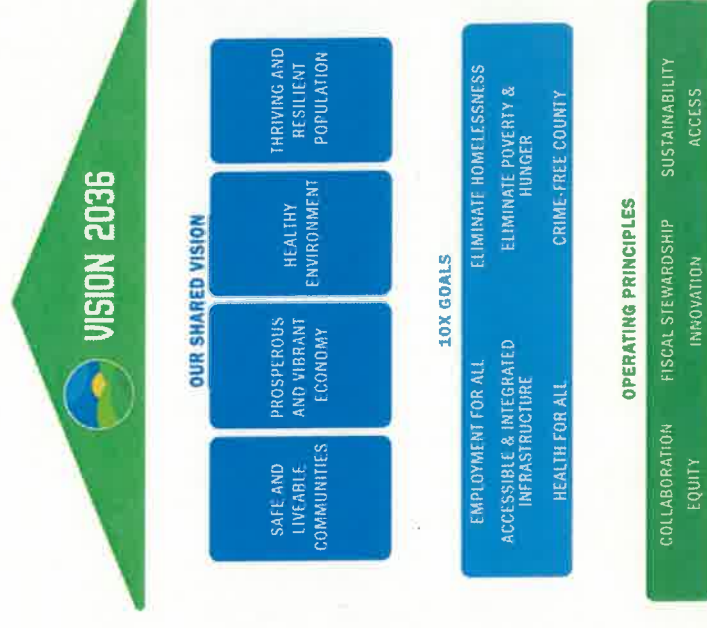


Proposed Allocation Framework



Measure W Principles to Advance Vision 2036

- Equity at the Center
- Advance Vision 2036 & Countywide Plans
- Invest in What Works
- Reduce Silos & Leverage Existing Infrastructure
- Results Based Accountability & Transparency
- Leverage Every Dollar
- Responsible Fiscal Stewardship



Measure W Guiding Principles

Equity at the Center	• Put communities most affected by homelessness, poverty, and structural inequity first • Use an equity lens in funding decisions to close racial, economic, and geographic gaps • Ensure affected community members are at the table from planning through accountability
Advance Vision 2036 & Countywide Plans	• Ensure homelessness investments advance Home Together Plan • Encourage cities to adopt local implementation plans aligned with countywide strategies
Invest in What Works	• Fund strategies backed by data, proven programs, or strong theories of change • Deploy through existing County infrastructure and in accordance with BOS procurement policies
Reduce Silos & Leverage Existing Infrastructure	• Foster partnerships across County agencies, cities, service providers, housing authorities, etc. • Support integrated approaches across housing, health, social services, and justice systems • Invest in data infrastructure to plan, coordinate, learn, improve, and stay transparent
Support Results Based Accountability & Transparency	• Set clear goals and performance metrics for contracts, consistent with County's Vision 2036 and RBA framework • Leverage the Measure A/C Citizens Oversight Committee to comply with ordinance "lookback" requirements • Publish dashboards, reports on outcomes, and regularly report to BOS
Leverage Every Dollar	• Fill gaps rather than fund first; exhaust other eligible sources before Measure W; utilize most restrictive source first • Prioritize proposals that bring federal, state, city, philanthropic, or private co-funding • Use Measure W as a catalyst to unlock or match other funds
Responsible Fiscal Stewardship	• Maintain a prudent reserve for economic swings and service continuity • Focus one-time funds on one-time needs (e.g., property acquisition, shelter upgrades, capital improvements) • Require sustainability plans for ongoing operations funded

Proposed Priorities

■ Home Together Fund

- To advance Home Together Plan, adopted by your Board in May of 2022 and endorsed by the Continuum of Care and cities within the County
- Administered by AC Health, Housing & Homelessness

■ Essential County Services Fund

- To advance other essential Alameda County program and services priorities identified by the Board
- Administered by the corresponding County agency/departement

■ Prudent Reserve

- Designate one-time funds to offset potential revenue shortfalls due to economic and legislative uncertainty or other unforeseen events.



Home Together Fund Overview



Advancement of Home Together Plan with Measure W



The Home Together
2026 Community Plan:

Developed to guide new and existing local funds to appropriately scale a countywide homelessness response
Adopted by the County, Cities, and the Continuum of Care in 2021 and 2022



Future of once-reliable
federal and state
funding for
homelessness uncertain

55% of current operations funding is one-time/non-renewable; much of the “renewable” funding is now-threatened HUD support
Pending cuts threaten ability to maintain progress, and to expand what works—both of which are critical to reducing homelessness



Dedicated Measure
W funding necessary
for:

- 1) Addressing pending federal and state funding gaps (e.g. HUD CoC, HRSA, SAMHSA, HHAP, and ERF grants) that currently support homelessness response in Alameda County; and
- 2) Launching new inventory and interventions to help people exit homelessness, including scaling existing programs



Home Together 2026/2030 Community Plan



**Prevent
Homelessness**



**Expand
Shelter**



**Increase
Housing**



**Access and
Coordinate**



Without addressing the impact of racism in our society, homelessness will continue to disproportionately impact African Americans and other people of color. Creating a mix of housing and services in order to reduce these enormous racial disparities is a major focus of this Plan.



Advancing the Home Together Plan with Measure W

Strategies

Prevent more people from losing their homes

Expand permanent housing options

Increase access to shelter and services

Coordinate across systems and build CBO capacity

Results: Decrease homelessness and improve racially equitable outcomes

Guiding Principles

Allocate resources using homelessness data

Ensure capital investment and operational funding correspond

Inform systemwide strategy with regional needs and priorities

Build on City and County collaborations



Home Together Fund Investment Areas

 Prevention	 Shelter	 Housing	 Access & Coordinate	 One-time Capital*
• Emergency rental assistance • Housing related financial assistance • Housing problem solving • Short-term housing stabilization services • Shallow subsidies	• Emergency Shelter • Safe Parking • Navigation Centers • Non-Congregate Interim Housing • Medical Respite • Shelter stabilization funding (BNR) • Shelter Health • Nursing/Caregiving services	• Rental Subsidies for Permanent Supportive and Dedicated Affordable Housing • Flexible Housing Subsidy Pool • Operating Subsidies for PSH units • Rapid Rehousing • Capitalized Operating Subsidy Reserves • Tenancy Sustaining Services	• Housing Navigation • Flex funds to support housing access • Street Health • Outreach Services • Housing Access Points • Coordinated Entry • Workforce Development • CBO and Live-Expertise Leadership Capacity Building	• Permanent Supportive Housing development (acquisition/rehab and new) • Shelter and Medical Respite development (acquisition/rehab and new) • Capital for other homeless-serving housing settings • New health clinic development

*Represents investment areas that are not annualized as other program areas, but one-time allocations



Home Together Fund Intersections

Home Together Strategy	Homelessness Intervention	Supported County Initiatives
 Prevent Homelessness	Shallow subsidies Emergency rental assistance Housing stabilization services	CARE Court CDA: AC Housing Secure Care First Jails Last Cities: Keep People Housed SSA: Countywide Plan for Older Adults Public Health prevention
 Access & Coordinate	Housing Navigation Access Points Street Health and Outreach	Encampment Response Care First Jails Last Probation/Re-entry Countywide Plan for Older Adults Behavioral Health and crisis response
 Expand Shelter	New interim housing Enhanced support for existing shelter	Encampment Response Care First Jails Last SSA Shelter Bed-Night Rate Probation/Re-entry supports
 Increase Housing	Flexible Housing Subsidy Pool Rental subsidies Tenancy Sustaining Services Housing Deposits	CDA: AC Housing Plan Care First Jails Last Probation/Re-entry supports BHSA Housing Interventions

City-County Collaboration Framework

- **Continued alignment** through Home Together Plan/Refresh and Regional Planning frameworks
 - City-County Technical Working Group to support strategic alignment, operational collaboration, and recommendations to elected bodies
- Services and funding distribution **proportionate to homelessness** and centered on equity
 - **Data-driven** approach (PIT and HMIS)
 - Partnership **precedent** (2021 City-County Partnership Framework, HHAP)
 - **County administers funds; investments in cities made in partnership with cities**
- Leverage existing **regional coordination** partnerships to reach goals and impact homelessness

North County

Berkeley, Albany, Emeryville

Oakland/Piedmont

Oakland, Piedmont

Mid-County

Alameda, Hayward, San Leandro, Unincorporated

South County

Fremont, Newark, Union City

East County

Livermore, Dublin, Pleasanton



COUNTY ADMINISTRATOR'S OFFICE

City/County Coordination Channels

**BOS, Mayors, City
Managers**

**City/County Technical
Working Group**

Monthly, staff designated by
BOS and Mayors

All Cities Meeting
Twice monthly, Housing and
Homelessness Topics, hosted
by County

Continuum of Care
Topical committees,
monthly, City, County, other
representatives

**Home Together
Planning** Strategic Planning,
hosted by County

**Oakland/County
Forums** Housing Pipeline,
Unsheltered Coordination,
HHAP, others





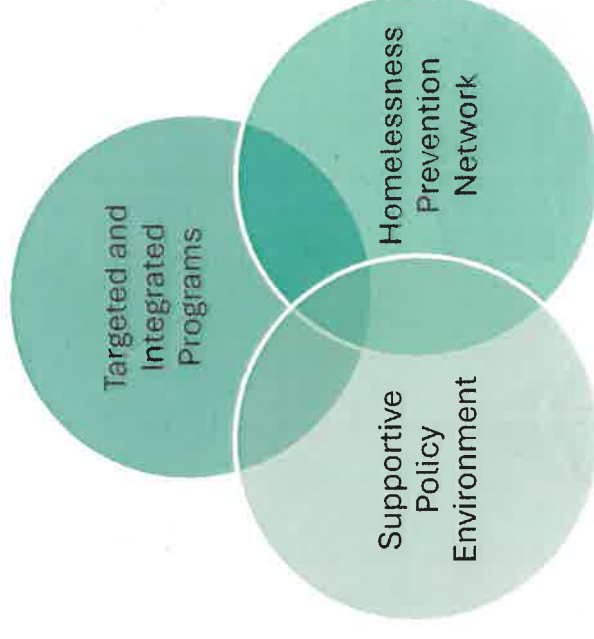
Home Together Fund Homelessness Prevention Framework

H&H to develop countywide Homelessness Prevention Hub

- Consistent with 2023 Countywide Homelessness Prevention Framework
- Aligned with CoC, Bay Area, and local city efforts
- County to procure nonprofit Lead Agency/Partnership to deploy resources
- County agencies (AC Health, CDA, Probation, SSA) to regularly convene

Eligible services

- Centralized application, triage, and assessment
- Housing stabilization/problem solving support
- One-time flexible financial assistance
- Legal services/eviction defense (AC Housing Secure)
- Shallow subsidies modeled on Home Together 2026/2030 strategy



Home Together Fund Capital Investments



- **One-time investment to quickly expand shelter and housing capacity**

- **Eligible Project Types**

- Interim, Permanent, and Interim to Permanent (conversion) Housing
- Acquisition/rehab of existing units
- Gap financing (last mile) for near 'shovel ready' new construction

- **Jointly administered by H&H & County HCD**

- City/regional allocations proportionate to homelessness (PIT Count)
- Allocations not applied for within 15 months available countywide
- Eligibility/prioritization aligned across Home Together and 10-Yr Housing Plan
- Cities support and propose projects (local match, site control, community engagement)
- **County reviews and funds projects directly**
- Cities and County work together to ensure success of projects



Engaging People with Lived Expertise

■ Planning with Homeless and Formerly Homeless Residents

- Continuum of Care includes 1/3 of all Board, Committee seats filled by people with lived experience
- Home Together 2030 Planning (and past planning for Home Together 2026) workgroups with 20% people with lived experience
- Home Together 2026 Strategic Planning Committee included Board staff, County staff, CBO providers, and people with lived experience

■ Ongoing Opportunities

- Homeless Continuum of Care Board and committees
- Health Care for the Homeless Community Consumer Advisory Board (CCAB)
- H&H-supported Youth Advisory Board (YAB)



Essential County Services Fund Overview



Essential County Services Fund



COUNTY OF ALAMEDA, CALIFORNIA

Recommendations & Requested Direction



Priority Investments

■ Home Together Fund

- Deployed pursuant to Home Together Plan 2026/2030
 - Prevent people from becoming homeless
 - Expand Shelter
 - Increase Housing
 - Enhance Access and System Coordination
- Federal funding impacts to housing & homelessness programs

■ Essential County Services Fund

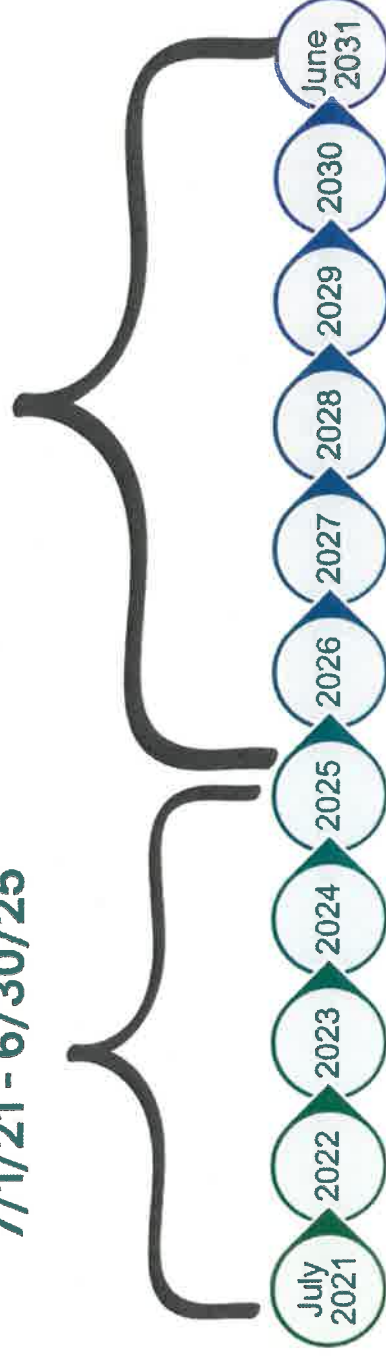
- Unincorporated areas
- Food security
- Affordable Housing on County properties
- Older adults and senior services
- Federal and State policy and budget impacts
 - Immigrants and LGBTQ+ communities
 - Behavioral health prevention
 - Safety net programs/services
- Critical County infrastructure



Projected Measure W Revenue

7/1/25 - 6/30/31

7/1/21 - 6/30/25



One-time accrued
\$810M

Projected ongoing - 6 years @ \$170M/year
\$1.020B

Total \$1.83B



Measure W: One-Time Accrued

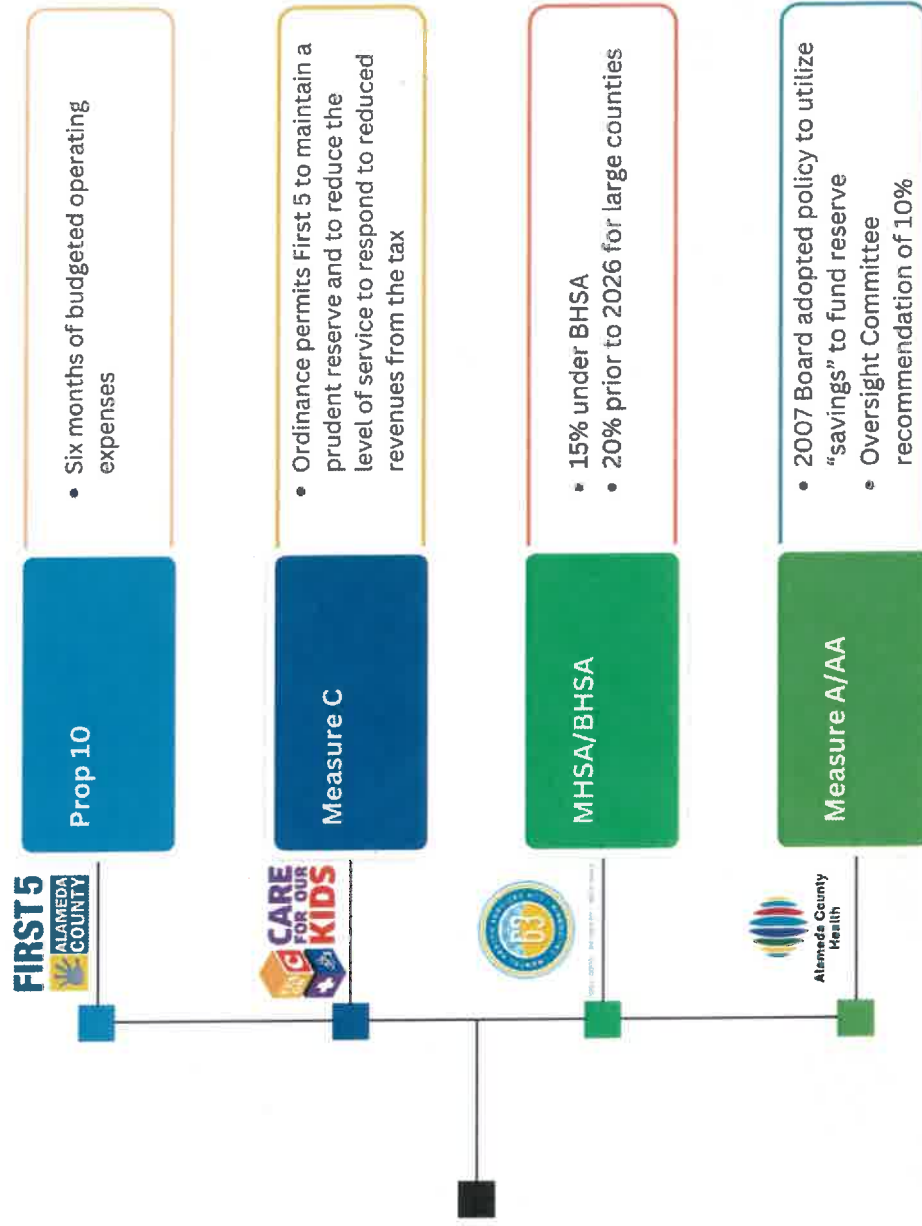
- Total One-Time Accrued \$810.0M
 - Home Together (Dec. 2024) \$395.0M
 - Essential Services (June 2025) \$6.5M
 - Prudent Reserve \$170.0M
- \$571.5M Committed

One-Time Allocation Options: \$238.5M Remaining

%	Home Together Fund	Essential Services Fund	Total
70/30	\$166.95M	\$71.55M	\$238.5M
75/25	\$178.875M	\$59.625M	\$238.5M
80/20	\$190.8M	\$47.7M	\$238.5M
85/15	\$202.725M	\$35.775M	\$238.5M
90/10	\$214.65M	\$23.85M	\$238.5M



Special Funds Reserve Policies



COUNTY ADMINISTRATOR'S OFFICE

Measure W – Projected Ongoing Revenue

6 years @ \$170M/year

%	Home Together Fund	Essential Services Fund	Total
70/30	\$119M	\$51M	\$170M
75/25	\$127.5M	\$42.5M	\$170M
80/20	\$136M	\$34M	\$170M
85/15	\$144.5M	\$25.5M	\$170M
90/10	\$153M	\$17M	\$170M



Recommendations & Requested BOS Direction

- ☐ Adopt Proposed Measure W Guiding Principles
- ☐ Designate the Measure A and Measure C Oversight Committee as the Measure W Citizen Oversight Committee (Lookback)
- ☐ Designate Two Measure W Funds Totaling \$1.83B
 - **One-Time Accrued Escrow Funds - \$810M**
 - **Ongoing Projected Revenue - \$1.02B (7/25-6/31) @ \$170M/YR**
- ☐ Designate a **Prudent Reserve** (minimum of \$170M) from one-time accrued funds to hedge against economic uncertainty and potential revenue decline.
- ☐ Establish two program funds to receive Measure W Allocations
 - **Home Together Fund** – In alignment with Home Together Plan administered by AC Health (Housing and Homelessness)
 - **Essential County Services Fund** – In alignment with safety net and other essential countywide services



Recommendations & Requested BOS Direction – Cont.

☐ **Reaffirm prior Board direction** to allocate from one-time accrued Measure W funds:

- Home Together Fund - \$395M approved by the Board in December 2024
- Essential Services Fund – Final FY 25-26 Budget Direction
 - \$4.5M Food Procurement, Meal Prep/Delivery, and Recovery
 - \$2M Senior Services through SSA-Area Agency on Aging

☐ **Determine allocation percentages** for distribution of projected ongoing Measure W revenue between Home Together Fund (HTF) and Essential County Services Fund (ESF) – Staff recommends application of same percentage allocation for remaining one-time accrued funds (\$238.5M)

☐ Direct Staff to return to the Board at an upcoming meeting for:

- A. Formal Action on direction provided today; and
- B. Recommendations on application of guiding principles to support decision making and identify priorities for expenditure



