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TO: Board of Supervisors Health Committee, Sub Committee on Housing
Supervisor Miley, Chair
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FROM: Michelle Starratt, Director Housing and Community Development
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SUBJECT: Measure W Home Together Fund — Proposed Second Capital Request for Proposals and Coordination with the City of Oakland

I. INTRODUCTION

Alameda County is preparing to release its second Measure W Home Together Fund (HTF) Multifamily Homelessness Solutions Request for Proposals (RFP), with approximately $119 million anticipated to support the development and preservation of permanent housing for people experiencing homelessness and administrative costs for the Community Development Agency's (CDA) Housing and Community Development Department (HCD).

The proposed RFP builds on the County's first Measure W Home Together capital funding round, which focused primarily on new construction of permanent housing for those experiencing homelessness, along with dedicated operations support for the units which requested it. This second round will expand the County's investment strategy in two important ways: acquiring and rehabilitating existing properties to create new housing and preserving existing properties dedicated to serving households experiencing homelessness in need of capital improvements and operating support to remain viable.

The proposed RFP also recognizes that capital investment alone is not sufficient to ensure long-term housing stability. Both funding categories will provide opportunities for operating assistance, where needed, to support the continued operations of permanent housing.

In addition, staff are exploring a coordinated funding approach with the City of Oakland that would make approximately $6.45 million in Measure W Home Together Funds previously awarded to Oakland developers but unused newly available for

operating subsidies associated with homeless housing units in new construction projects selected through Oakland's upcoming affordable housing Measure U RFP. This will be the final Measure U funding round, and repurposing these funds will support the creation of additional units dedicated to households experiencing homelessness and matched through the Coordinated Entry System (CES).

Staff are bringing these proposals to the Health Committee to provide an overview of the County's next Measure W Home Together Fund capital investment strategy and seek feedback on the proposed coordination with Oakland.

II. BACKGROUND

Measure W and the Home Together Fund

Measure W provides Alameda County with a dedicated source of funding to address homelessness and housing instability. Through the Home Together Fund, the County is investing in a range of strategies intended to help people exit homelessness and remain stably housed.

Permanent housing is a critical component of this strategy. Housing developments serving people exiting homelessness require substantial upfront capital investments, but they also require sustainable operating resources, qualified property management, and supportive services to meet the needs of residents over time.

The County's approach recognizes that successful homeless housing investments must consider both the initial creation of housing and its long-term operation.

First Measure W Home Together Fund Capital RFP

In 2025, the County released its first Home Together Fund Multifamily Homelessness Solutions RFP, making approximately $56.5 million available, including $3.7 million for administration. The initial funding round focused primarily on shovel-ready new construction projects that would increase the supply of permanent housing for people experiencing homelessness.

The first RFP represented an important step in directing Measure W resources toward long-term housing solutions. It also established the foundation for future funding opportunities addressing housing needs within the County's homelessness response system.

Project	Capital Award	COSR Award	Total Award	Total Units	Total HTF Units	Project Status
Ephesian Legacy Court	$7,000,000		$7,000,000	79	40	Construction
Liberation Park	$4,674,667	$2,075,333	$6,750,000	118	30	Construction
1247 McKay	$5,500,000		$5,500,000	106	34	Contract to BOS 11/17
Downtown Livermore	$6,100,000		$6,100,000	128	33	Contract to BOS 1/27
3135 San Pablo	$4,375,000	$1,250,000	$5,625,000	73	25	Contract to BOS 10/27
500 Lake Park	$3,200,000	$450,000	$3,650,000	53	20	Contract to BOS 10/27
E. 12th Circle	$2,975,000		$2,975,000	67	17	Applied for tax credits
Peoples Supportive Housing	$8,050,000		$8,050,000	109	56	$21M Gap
Brighter Bancroft	$4,375,000		$4,375,000	90	25	$15M Gap
Thorton Ave Family	$2,375,000	$550,000	$2,925,000	58	13	$6M Gap

Expanding the County's Housing Investment Strategy

New construction remains an important tool for expanding the supply of permanent housing for people exiting homelessness. However, it is not the only approach available to the County. Existing buildings, including multifamily residential properties, hotels, motels, and other residential structures, may provide opportunities to create permanent housing through acquisition, conversion, and rehabilitation. Where properties are suitable and can be converted efficiently, this approach may bring additional housing into service more quickly than traditional new construction.

At the same time, the County and its partners have made significant investments in an existing portfolio of permanent housing serving people experiencing or formerly experiencing homelessness. As these properties age, some face major capital needs, deferred maintenance, increasing operating costs, and financial challenges that threaten their long-term sustainability.

The loss of existing homeless housing would reduce the number of homes available to people exiting homelessness and diminish the value of prior public investments. Preserving these properties is therefore an essential part of the County's housing strategy.

The proposed second Measure W Capital RFP is designed to address both needs: expanding the supply of permanent housing while protecting the housing already serving Alameda County residents who are formerly homeless.

III. PROPOSED SECOND MEASURE W CAPITAL RFP

HCD, in partnership with Housing and Homelessness Services (H&H), is developing the second Home Together Fund Multifamily Homelessness Solutions RFP. Approximately $119 million in Measure W resources is anticipated to be available for this funding opportunity. The proposed RFP will establish two funding categories, each addressing a different need within the County's permanent housing portfolio for people exiting homelessness.

Acquisition, Conversion, and Rehabilitation

The first funding category will support the acquisition and rehabilitation of existing properties to create additional permanent housing for people experiencing homelessness.

Eligible projects may include the acquisition of existing multifamily residential buildings, hotels, motels, and other residential properties suitable for conversion into permanent housing. Funding may support acquisition, necessary rehabilitation, building system improvements, accessibility upgrades, and other improvements required to make properties safe and suitable for long-term residential use.

This strategy is intended to increase the number of permanent homeless housing units while taking advantage of existing buildings and infrastructure.

Projects will be evaluated on their ability to create additional housing, the reasonableness of development costs, physical and financial feasibility, readiness to proceed, and the anticipated time required to make housing available for occupancy by formerly homeless residents.

The County will also evaluate whether proposed projects have sustainable operating plans, qualified property management, and appropriate supportive services.

Preservation and Sustainability of Existing Homeless Housing

The second funding category will focus on preserving existing housing properties that are already serving people experiencing or formerly experiencing homelessness. Many existing housing developments operate with limited financial flexibility. Over time, major building systems require replacement, rehabilitation needs increase, and operating costs may exceed available rental income and subsidy resources. These conditions can threaten the continued availability of housing that the County has already invested in creating.

The preservation category will provide an opportunity for owners and operators to request funding for documented capital needs, including major building repairs, replacement of aging

systems, accessibility improvements, and other rehabilitation necessary to maintain safe and habitable housing.

The County will prioritize investments that address significant risks to the continued operation of existing housing that serves formerly homeless residents. Applications will be evaluated based on documented physical and financial needs, the urgency of the proposed investment, the number and percentage of units at risk, and the likelihood that County assistance will result in long-term property sustainability.

Preservation funding is intended to protect existing housing resources and ensure that prior public investments continue to serve their intended purpose.

Operating Sustainability Assistance

Both funding categories will include opportunities to request operating assistance where necessary to support the long-term viability of permanent housing for people exiting homelessness. Operating subsidies are particularly important for housing serving extremely low-income households where rents charged are often insufficient to cover the full cost of property operations.

The proposed RFP will require applicants seeking operating assistance to demonstrate the need for subsidy through operating budgets, financial projections, existing rental assistance commitments, and other available resources.

By considering capital and operating needs together, the County intends to support housing investments that are not only feasible to acquire or rehabilitate, but also financially sustainable after residents move in.

IV. COORDINATION WITH THE CITY OF OAKLAND

Unused Funding from the First Measure W RFP

It is anticipated that two projects awarded funding through the first Measure W Capital RFP will not move forward, resulting in approximately $6.45 million in previously awarded funds becoming available for potential reallocation as operating subsidy and related administration. Both projects are located in Oakland, and one was awarded entirely for operating subsidy. The first received a commitment from the Oakland Housing Authority instead and therefore did not require Measure W HTF commitment. The second has not received an award from the city and has therefore not met expected application milestones for funding applications. The City has expressed an interest in retaining these resources in Oakland, and specifically for investments in housing for people exiting homelessness.

Oakland's Upcoming final Measure U Affordable Housing RFP

The City of Oakland is preparing to issue a new construction affordable housing RFP early in 2027. This creates an opportunity for the County and City to coordinate funding processes and align capital and these Measure W HTF operating resources for projects that include permanent housing for people experiencing homelessness.

New construction projects frequently require multiple funding sources, including local capital assistance and ongoing rental or operating subsidies. Coordinating these resources during project selection can improve financial feasibility and reduce the need for separate application and approval processes.

Proposed Coordinated Funding Approach

Staff propose exploring a coordinated RFP process with Oakland that would make approximately $6 million in available Measure W resources accessible as operating subsidies for eligible homeless housing units in new construction projects. This would provide approximately 55-65 units in the RFP with the required operations funding.

Under this approach, the City would release its Measure U RFP and include approximately $6 million in operation subsidy, minus administrative costs. H&H staff would participate in the review and evaluation of the Oakland projects to ensure that those selected for HTF resources meet County requirements. Potential benefits include reducing duplicative application requirements, aligning capital and operating commitments, improving project financial feasibility, and helping previously awarded but unused Measure W resources support new housing opportunities.

Staff seek Health Committee feedback on pursuing this coordinated approach with Oakland, including the proposed use of the approximately $6 million for operating assistance.

V. APPLICATION EVALUATION AND SELECTION PROCESS

The proposed second Measure W Capital RFP will use a competitive application and evaluation process designed to identify projects that make effective use of County resources and advance the goals of the Home Together Fund. Because acquisition and preservation projects address different housing needs, the RFP will establish both shared and separate evaluation criteria for each category.

All projects will be evaluated based on their demonstrated capacity regarding the goals established in the Home Together Plan and its underlying system modeling based on equity and the specific needs of defined target populations within Alameda County. The expertise of the operations and services teams in working with their proposed target populations will also be weighed.

Acquisition and rehabilitation proposals will be evaluated based on the number of additional homeless housing units created, cost-effectiveness, project readiness, physical and financial feasibility, long-term operating sustainability, and the qualifications of the development and operating teams.

Preservation proposals will be evaluated based on the urgency of the preservation need, documented physical and financial conditions, the risk of losing existing homeless housing, cost-effectiveness, long-term sustainability, and the qualifications of the ownership and operating teams.

Projects requesting operating assistance will also be evaluated on their demonstrated financial needs, the reasonableness of requested subsidies, and the availability of other resources.

Following the evaluation process, staff will consider the overall portfolio of recommended investments, including geographic distribution, populations served, project readiness, and the balance between creating additional housing and preserving existing housing resources.

Funding recommendations will be brought to the Board of Supervisors through the existing approval of commitment resolutions and then approval of contracts as the projects meet required milestones.

VI. IMPLEMENTATION AND NEXT STEPS

Following this Committee's review and feedback, HCD and H&H will continue developing the second Measure W Capital RFP, including application materials, evaluation criteria, and implementation procedures.

In parallel, staff will continue discussions with the City of Oakland regarding the potential coordination of its upcoming affordable housing RFP with County operating subsidy resources.

The proposed coordination would require agreement on the application process, eligibility requirements, review procedures, and respective City and County responsibilities.

Staff will return to the Board of Supervisors as appropriate for consideration of funding commitment recommendations.

VIII. RECOMMENDATION

Staff recommend that the Health Committee Subcommittee on Housing:

1. Receive and review the staff report for the second Measure W Home Together Fund Multifamily Homelessness Solutions RFP, including acquisition, conversion, rehabilitation, preservation, and operating sustainability assistance.

2. Provide feedback on the proposed coordination with the City of Oakland's upcoming affordable housing RFP, including the potential use of approximately $6 million in previously awarded Measure W resources to support operating subsidies for formerly homeless households placed in housing units in new construction developments.

The proposed approach represents the next phase of Alameda County's investment in permanent housing for people exiting homelessness. By expanding housing opportunities through acquisition and rehabilitation, protecting existing housing investments through preservation, and coordinating capital and operating resources with local partners, the County can strengthen the long-term sustainability of its housing system and help more residents experiencing homelessness secure and maintain stable housing.