



**SOCIAL AND ECONOMIC JUSTICE COMMISSION  
REGULAR MEETING**

**City Hall Council Chambers – 1000 San Pablo Avenue**

**Tuesday, January 6, 2015 – 7:30 PM**

**1. CALL TO ORDER**

**2. APPROVAL OF ACTION MINUTES:** November 2014

**3. PUBLIC COMMENT**

For persons desiring to address the Commission/Committee/Board on an item that is not on the agenda please note that each speaker is limited to three (3) minutes. The Brown Act limits the Committee's ability to take and/or discuss items that are not on the agenda; therefore, such items are normally referred to staff for comment or to a future agenda.

**4. ANNOUNCEMENTS FROM COMMITTEE MEMBERS**

**5. ANNOUNCEMENTS FROM STAFF**

**6. PRESENTATION**

**6-1 Presentation by Aimee Armata, Director of Programs and Services at Building Opportunities for Self-Sufficiency (BOSS) on the Homeless Outreach Team (HOT) Mental Health Advocacy Project.**

**7. UNFINISHED BUSINESS**

**7-1 Human Services Needs Assessment:** The subcommittee will provide an update.

*Staff Recommendation: Receive information.*

**7-2 Berkeley Mental Health Commission:** Member Grossman will provide an update.

*Staff Recommendation: Receive information.*

**7-3 Area Wide Minimum Wage:** The committee will discuss next steps.

*Staff Recommendation: Discuss the organization of an informational forum to receive feedback on the possibility of an Area Wide Minimum Wage for Albany.*

**7-4 Albany Project HOPE - Housing Opportunities Expanded:** Staff will provide information on the Berkeley Food and Housing Project contract approved by Council in December.

*Staff Recommendation: Receive information.*

**7-5 Monthly Meetings:** The Commission will discuss the possibility of meeting monthly.

*Staff Recommendation: Submit a pro/con analysis for review by the City Council.*

**8. NEW BUSINESS**

**8-1 Election of Officers:** The Commission will nominate and elect Chair and Vice-Chair.

*Staff recommendation: Elect Chair and Vice-Chair for 2015*

**9. FUTURE AGENDA ITEMS**

(Commission/Committee/Board Member announcement of requests for future agenda items. No public comment will be taken on announcement of future agenda items). **Next Meeting:** Tuesday, March 3, 2015, 7:30pm, City Hall Council Chambers, 1000 San Pablo Ave.

**10. ADJOURNMENT**

*Please note that if you provide your name and address when speaking before the Commission/Committee/Board it will become part of the official public record, which will be posted on the Internet.*



## ALBANY SOCIAL AND ECONOMIC JUSTICE COMMISSION MEETING

Thursday, November 4, 2014, 7:30 PM

Albany Senior Center, 846 Masonic Avenue

### ACTION MINUTES

**1. Call to Order:** 7:30pm. Members Present: Chair Lieber, Members Marks, Grossman, O'Curry and Zweben. Staff Present: Isabelle Leduc

**2. Approval of Minutes:** Motion to approve minutes from September 4, 2014 was made by Member Marks, seconded by Member Grossman.

AYES: Members Grossman, Lieber, Marks, O'Curry and Zweben

NOES: None

Abstain: None

Motion carried and so ordered.

### 3. Public Comments

### 4. Announcements from Commission Members

### 5. Announcement from Staff

### 6. Presentation

**6-1** Chief McQuiston presented information on Police Department use of force

### 7. Unfinished Business

**7-1 Homeless Outreach and Engagement Program:** Lara Tannenbaum, Director of Client Services, Berkeley Food and Housing Project, reviewed the 3<sup>rd</sup> quarter report submitted to the City.

**7-2 Human Services Needs Assessment:** The subcommittee provided an update.

**7-3 Berkeley Mental Health Commission:** Member Grossman provided an update.

**7-4 Area Wide Minimum Wage:** The subcommittee provided an update.

### 8. New Business

**8-1 North County Winter Relief Response Program:** Staff provided information on the program and other resources.

**8-2 Monthly Meetings:** The Commission discussed the possibility of meeting monthly.

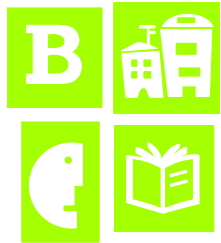
### 9. Future Agenda Items

Human Services Needs Assessment, Area Wide Minimum Wage, SEJC meetings monthly, Homeless Outreach and engagement Program

**10. Adjournment:** 9:15 pm



BOSS programs use a **Person-centered Care** model that utilize evidence-based practices (which have been proven to be effective in helping people change. These practices include *Trauma-Informed Care*, *Wellness & Recovery*, *Stagewise Treatment*, and *Restorative Justice*. Using these tools, staff work one-on-one with each participant to **engage** them in **planning** and taking **action** towards goals, so they can achieve permanent housing and **self-sufficiency**.



**HOT Mental Health Advocacy Project**

1931 Center Street, Berkeley, CA 94704  
 Ph: (510) 843-3700 Fx: (510) 843-3781  
 Email: aarmata@self-sufficiency.org

**HOT-MHA is a program of Building Opportunities for Self-Sufficiency (BOSS)**

**BOSS Administrative Office:**

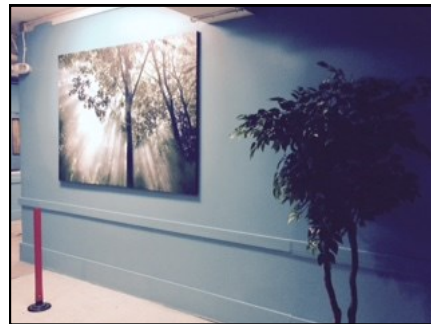
Building Opportunities for Self Sufficiency (BOSS)  
 2065 Kittredge Street, Ste. E; Berkeley, Ca. 94704  
 Ph: (510) 649-1930 Fx: (510) 649-0627  
[www.self-sufficiency.org](http://www.self-sufficiency.org)

**TURNING LIVES AROUND**

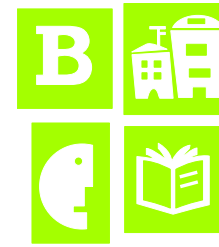


**Vision of HOT-MHA Project**

The HOT Mental Health Advocacy Project believes that recovery is probable, in the intersections of social, personal, and community transformation, and that communities most in need have been marginalized by traditional mental health services or made choices to resist them for good reasons that must be appreciated and addressed, so they can advance in wellness-focused community mental health partnerships.



Since 1971, the mission of BOSS has been to help homeless, poor, and disabled people achieve health & self-sufficiency, and to fight against the root causes of poverty and homelessness. BOSS operates programs in Berkeley, Oakland, and Hayward that serve over 1,500 new people each year.



**Building Opportunities for Self-Sufficiency (BOSS)**

**Turning Lives Around**

**HOT\***  
**Mental Health Advocacy Project**



**Increasing Hope, Well-Being, and Access to Life-Enhancing Support for Adults, Older Adults, and Transition Age Youth**

*(\*Homeless Outreach Team)*

## Helping Those With Mental Health Needs Increase Health, Hope, and Social Connection



The HOT (Homeless Outreach Team) Mental Health Advocacy Project conducts street-based outreach, building-based in-reach, mental health assessments, referrals and linkages and/or ongoing support services 5 days a week.

The project is based at BOSS's downtown Berkeley drop-in center, the Multi-Agency Service Center (MASC), a project of Building Opportunities for Self-Sufficiency (BOSS).

### Who Does The Project Serve?

The HOT Mental Health Advocacy Project seeks to engage Transitional Aged Youth, Adults and Older Adults who are homeless and have mental health needs in relationships that increase hope, well-being, and access to life-enhancing supports.

The project strives to decrease the stigma, discrimination and isolation experienced by community members who are living without homes or housing and with unaddressed mental health, health and housing needs. The project serves up to 100 participants at a time.

### Hours:

The HOT Mental Health Advocacy Project is a peer based, clinician supported community service that engages people on the streets on Berkeley and Albany four days a week and on-site at MASC seven days a week.



### Different services are provided at different days and times:

#### *In building (on-site) support (\*special services noted below):*

- MON-TUES: 8:00 am-4:00 pm
- WED: 8:00 am-1:00 pm
- THURS-FRI: 8:00 am-12:00 noon
- SAT-SUN: 8:30 am-3:00 pm

#### *\*Clinical mental health evaluations, assessments, linkages, and treatment*

- MON: 10 am-12 noon
- WED: 10 am-12 noon

#### *\*Wellness Wednesdays:*

- WED: 10 am-12 noon

The Wellness Lounge offers new weekly mental health-focused activities including: Education and informational outreach, hot breakfast, mental health services, mindfulness and meditation groups, wellness and recovery activities, WRAP groups, peer counseling, and all other MASC services.

#### *Street outreach (peer-based):*

- Tuesday, Wednesday, Thursday: 1-4 pm
- Sundays: 1-6 pm

## Services Provided:

- Outreach and engagement
- Community and individual advocacy
- Case management
- Collaborative safety and wellness planning
- Mental health and wellness counseling
- Access and benefits advocacy
- Transportation (to and from MASC and any related points of care)
- Access to shelter, housing & primary care
- Access to money management/ Representative Payee services
- Applications to the Clean City Program (temporary jobs)
- Basic needs supports (showers, laundry)
- Small computer lab



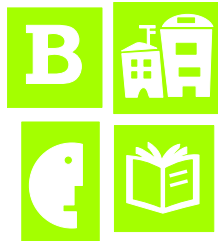
## Collaborations:

The MASC works with the following community partners to ensure high quality service delivery, with minimal duplication and maximum community responsiveness:

- Telegraph Coordination meeting
- CARE meeting
- Berkeley Mental Health
- Triage with YEAH!
- Berkeley Food & Housing Project
- City of Berkeley Outreach
- Shattuck Merchants Association
- Homeless Action Center

● ● ● | **Person-centered  
Care**

BOSS programs use a **Person-centered Care** model that utilize evidence-based practices (which have been proven to be effective in helping people change. These practices include *Trauma-Informed Care, Wellness & Recovery, Stageswise Treatment, and Restorative Justice*. Using these tools, staff work one-on-one with each participant to **engage** them in **planning** and taking **action** towards goals, so they can achieve permanent housing and **self-sufficiency**.



**Multi-Agency Service Center (MASC)**

1931 Center Street, Berkeley, CA 94704  
Ph: (510) 843-3700 Fx: (510) 843-3781  
Email: [masc@self-sufficiency.org](mailto:masc@self-sufficiency.org)

**MASC is a program of  
Building Opportunities for Self-Sufficiency (BOSS)**

**BOSS Administrative Office:**

Building Opportunities for Self Sufficiency (BOSS)  
2065 Kittredge Street, Ste. E; Berkeley, Ca. 94704  
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**TURNING LIVES AROUND**



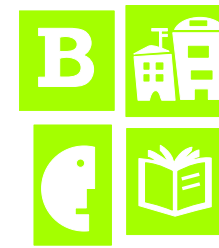
**MASC offers:**

- The Wellness Lounge on Wednesdays.
- Homeless Outreach Team (HOT) Mental Health Advocacy Program.
- Linkages to mental health services, shelter and recovery.
- Long-term & time limited case management.
- Weekly housing workshops and referrals.
- A safe place to take the chill off.



The BOSS Clean City Program is also based at the MASC—temporary jobs for homeless people

Since 1971, the mission of BOSS has been to help homeless, poor, and disabled people achieve health & self-sufficiency, and to fight against the root causes of poverty and homelessness. BOSS operates programs in Berkeley, Oakland, and Hayward that serve over 1,500 new people each year.



**Building Opportunities for  
Self-Sufficiency (BOSS)**

**Turning Lives Around**

*The*  
**Multi-Agency  
Service Center  
(MASC)**



**Outreach, Advocacy,  
Daytime Respite,  
& Wellness Services  
for Homeless People**

## Empowering and Encouraging Homeless People to Achieve, Grow and Succeed

The Multi-Agency Service Center (MASC) offers a place of respite and service support for homeless men and women—7 days a week.

Created in 1995 with voter-approved City of Berkeley funding, the MASC is designed as a **daytime drop-in center** that provides different levels of support to homeless and mentally ill individuals, depending on their individual needs and readiness to engage in long-term services:

### Services Available:

- Intakes/initial needs assessment
- Housing referrals
- Mental health services
- Money management and Representative Payee service
- Outreach & engagement to homeless people on the street
- Computer lab
- Showers/laundry
- Respite/socialization
- Lockers-to-Housing program



MASC staff have diverse skills and life experiences—and are committed to helping people in need.

### Hours:

Monday	8:00 am-4:00 pm
Tuesday	8:00 am-4:00 pm
Wednesday	8:00 am-1:00 pm
Thursday	8:00 am-12:00 noon
Friday	8:00 am-12:00 noon
Saturday	8:30 am-3:00 pm
Sunday	8:30 am-3:00 pm

### Rapid Housing:

Eligible participants (with a minimum level of income) are provided with *fast-track* housing search and placement assistance.

### Lockers-to-Housing:

Lockers are available only to individuals who engage in case management and actively pursue permanent housing.



BOSS Street Outreach team

The MASC is a violence-free environment.

## We Need Your Support!

# MASC Wish List:

- **RAPID HOUSING FUNDS:** We need funds to move homeless people into housing! *Funds assist with first/ last month's rent, security deposit, move-in costs, household items & furniture.*
- **Volunteers:** Teach life skills, help tend the courtyard, help with office and program needs. *Flexible hours: individuals & groups are both welcome.*
- **Food:** Nonperishable snacks and bottled water. *MASC serves up to 100 people a day and needs a regular supply of these items.*
- **Other Essentials:** New socks, rain gear, shoes, and other seasonally appropriate clothes for both men and women.
- **Supplies & Equipment:** MASC is a heavily used facility open 365 days a year: it continually needs office supplies and equipment, audio-video equipment, CDs/DVDs, and other items.



Berkeley police, MASC staff, & volunteers serving food at a MASC holiday party

To donate, volunteer, or get more info,  
call MASC at (510) 843-3700  
or call the BOSS administrative office  
at (510) 649-1930 x 230.



**CITY OF ALBANY  
CITY COUNCIL AGENDA  
STAFF REPORT**

Agenda Date: December 1, 2014  
Reviewed by: PL

**SUBJECT:** Berkeley Food and Housing Project Contract Renewal for the provision of services for Albany Project HOPE – “Housing Options Expanded”

**REPORT BY:** Isabelle Leduc, Community and Human Services Manager

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**SUMMARY**

The action before the City Council is to adopt Resolution 2014-102 to approve a 16 month contract renewal with Berkeley Food and Housing Project (BFHP) for the provision of services for Project HOPE between March 2015-June 2016, approve the use of City Boomerang Funds for the Albany Housing Subsidy Program and a portion of the BFHP contract, amend the current BFHP contract to add a .5 FTE, and to receive information on other services and programs available to people experiencing homelessness in Albany.

**STAFF RECOMMENDATION**

That the City Council:

1) Adopt Resolution No. 2014-102:

a) Authorizing the City Manager to renew the contract with Berkeley Food and Housing Project (BFHP) to continue services for Project HOPE for a period of 16 months between March 1, 2015 – June 30, 2016 at a cost not to exceed \$141,400.

b) Approving the use of City Boomerang funds not to exceed \$70,400 to be used for the Albany Housing Subsidy Program and a portion of the BFHP contract

c) Approving an amendment to the current contract with Berkeley Food and Housing Project effective between March 1, 2014 and February 28, 2015 to include an additional .5 FTE from January – February 2015; and the use of City Boomerang funds not to exceed \$5,000.00 to cover the additional cost

2) Receive information on other programs and services available to people experiencing homelessness in Albany.



## **BACKGROUND**

On May 6, 2013 the City Council directed staff to issue a Request for Proposals (RFP) for an organization to conduct outreach and engagement services for a period of three months to people in Albany who are experiencing homelessness.

On June 17, 2013 the City Council authorized the City Manager to enter into a Professional Services Agreement for a Homeless Outreach and Engagement Program with Berkeley Food and Housing Project (BFHP). The contract was later extended by Council until February 28, 2015.

Berkeley Food and Housing Project (BFHP) serves a highly vulnerable population of long-term persons who are homeless, unstably housed and indigent residents through a multi-site, multi-service continuum of care. Services are provided at four sites which house Berkeley's Men's and Women's emergency shelters, two (2) transitional housing programs, two (2) rapid housing case management centers, two (2) community meals programs and permanent supportive housing for long-term homeless men and women with mental health issues. They also partner with many service and advocacy organizations such as Lifelong Medical, UC Berkeley Suitcase Clinic, Homeless Action Center and Highland East Bay Recovery Project, to name a few.

### **Albany Project HOPE – Housing Opportunities Expanded**

Berkeley Food and Housing Project (BFHP) began providing services and activities for Albany Project HOPE, the City's Outreach and Engagement program to individuals who are homeless July 1, 2013. Using a van as a mobile office, BFHP's Outreach & Engagement team provides services including tours of apartments, transportation to appointments, referrals to other agencies such as medical care, mental health services, criminal and eviction services, fee waivers for CA I.D, etc. Additional services include finding rental units, building relationships with landlords, linking clients to available move-in assistance, funds for security deposit and rental subsidies, and housing retention assistance and support.

## **DISCUSSION**

BFHP has been providing services for Albany Project HOPE for 17 months. Since the beginning of the contract, using different subsidies such as Urban County Emergency Solutions Grant (ESG), Berkeley Emergency Solutions Grant (ESG) and subsidies provided by the Albany Housing Subsidy Program, BFHP has housed 31 people who had been experiencing homelessness in Albany. By the end of September 2014, 8 people (3 households) have transitioned off of housing subsidies and are paying rent on their own.

The work of assisting people to maintain housing has continued to be challenging. The Project Hope Case Manager has spent a significant amount of time assisting recently formed households in managing conflict amongst roommates, learning basic living skills and upholding basic tenancy responsibilities. Several households have had neighbors and

landlords raise concerns around issues such as noise and activity during the night as clients get used to living inside and having regular night and day schedules. All of these issues are putting some housed clients at risk of eviction and future homelessness. Project Hope and community partners such as the Homeless Action Center and Solano Community Church are working intensively to lessen the risks of possible evictions and a return to homelessness.

The renewal of BFHP's contract will allow BFHP to continue the work underway. The primary activity of the contract will be housing maintenance for those clients who have recently been housed. Utilizing strength-based case management with a focused approach on Housing First/Rapid Re-housing, the proposed scope of work for Albany Project HOPE will also include outreach and engagement, case management, housing search/landlord relationship development and housing placement and retention.

### Staffing

The work of maintaining over twenty people with high levels of need in housing, while continuing outreach and housing assistance to a small number of additional people, is too large a workload for a single case manager. For this reason, an expansion in staffing to cover another part-time case manager to assist with these efforts is requested.

Moving forward, Project HOPE would be staffed by one and a half full time case managers due to the intensive level of service that most clients require. The program will continue to be coordinated by the agency's MSC manager. The agency's Director of Client Services, will provide program oversight, supervision to the MSC manager and act as the contract liaison with the City of Albany. The case managers will work a flexible schedule, including late afternoon and evening hours, as needed, in order to best connect with their clients. The case managers will continue to be reachable to clients and Albany staff by cell phone during working hours.

### Services

Project Hope will continue to provide outreach and engagement, case management, housing search/landlord relationship development, housing placement, and housing stabilization and retention services. The focus of the work moving forward will be on housing maintenance as it relates to housing stabilization and retention. Case management will include ongoing assessment, the creation or updating of Housing Case Plans, the provision of services to assist clients to retain their housing, home visits, as well as referrals and linkages to other service providers.

The role of the case managers will continue to include the identification of rental units, building relationships and providing support to landlords, and work with the clients on the move in process.

The program will continue to support reunification with friends/family out of the area as a housing option. After confirming that the reunification plan is both safe and permanent,

the case managers will provide bus/train tickets to allow the client to be reunited with family or friends in other areas.

Outreach will continue to operate both from an office and from the outreach van. Given the level of staff time needed for housing maintenance case management, it is anticipated that most street outreach will continue to be by specific request of the City of Albany and BFHP will work closely with both the City of Albany and other outreach providers in the area to ensure that street outreach needs of Albany are met. Other outreach services available are described later in this report.

### Albany Housing Subsidy Program

On October 10, 2013, Council approved \$35,000 of General Funds for the Albany Housing Subsidy Program. Additional funding for the program was approved with the adoption of the FY14-15 budget, which allocated an additional \$40,000 to the program. The Albany Housing Subsidy program funding has been used to Master Lease 2 properties for 1 year and provided rent subsidies to individuals newly housed. The current subsidy will be exhausted by the end of March 2015.

There is a need for new and ongoing subsidies in the amount of \$35,000 for Project HOPE clients. The areas of highest priority include \$18,000 to house three additional clients who are currently on the streets and assist them with their rent for up to 1 year while they transition to stability. It also includes \$12,000 to support 4 existing housed clients with subsidies for up to 12 months as they wait for their SSI applications to be approved. An additional \$5,000 would be used to cover emergency subsidy needs to ensure that setbacks such as job loss, brief incarcerations, or benefits problems don't put people's housing at risk. Costs of any clients who are interested in Homeward Bound or reunification with friends and family would also be covered.

### Amendment to Current BFHP Contract

The current contract with BFHP began March 1, 2014 and ends February 28, 2015. The case manager position has been vacant since November 20, 2014. BFHP is in the process of recruiting for a new case manager. Staff is proposing that the current contract for 1 FTE be amended to include an additional .5 FTE for the last 2 months of the current contract. BFHP hopes to complete the recruitment for new staff by the end of December. Additional cost for the .5 FTE will not exceed \$5,000.

## **ANALYSIS**

### Contract Renewal

The current contract with BFHP ends February 28, 2015. Staff is recommending renewing the contract with BFHP for 16 months so that it is aligned with the budget calendar, which is based on the Fiscal Year. Beyond Fiscal year 2015-16, requests for funding will be made as part of the budget cycle.

Renewing the contact with BFHP will allow BFHP to pursue the work underway with existing clients and continue to address the needs of people experiencing homelessness in Albany. Having been homeless in the past is a significant risk for future homelessness. Now that many Project Hope clients are reaching 6-12 months of housing it is especially important that intensive case management support continue in order to mitigate the risks of a return to homelessness by these clients. If the contract with BFHP is not renewed after February 2015, decreased services will put people who are currently housed at a severe risk of losing their housing as they will lose much needed housing maintenance support provided by the case managers.

Additional .5 FTE

The work of maintaining over twenty people with high levels of need in housing, while continuing outreach and housing assistance for additional people is too large a workload for a single case manager. Adding an additional .5 FTE will increase services to meet the intensive case management needed and bring case loads to a more manageable level.

BFHP currently has a recruitment open for the Albany Project HOPE case manager. To make the process more efficient and save time, staff is recommending that the current contract be amended for the last two months to include an additional .5 FTE in January and February 2015. This would eliminate the need to open a new recruitment for another case manager within a short period of time. Additionally, the two new case managers would be able to start as a team and be trained together and much needed support services would ramp up more rapidly.

Continued Need for Rental Subsidies

If no additional funding for the Albany Housing Subsidy Program is available, several individuals who are currently housed will be at risk of losing their housing as there is still a need for continued financial support while they wait for SSI. As described previously, funding for the Albany Housing Subsidy Program will be used mostly for rent subsidies. Staff will continue to identify other funding sources for Rapid Re-housing in the County, but the Albany Housing Subsidy Program is a safety net for people who are currently housed and will need additional subsidies in the months to come.

**FINANCIAL IMPACT**

A combination of General Fund from the Human Services Division, Community Development Block Grant (CDBG) funds and City Boomerang funds will be used for the contract:

<b>16 month contract</b>	<b>General Fund</b>	<b>Boomerang</b>	<b>FY15-16 CDBG</b>	<b>TOTAL</b>
<b>1.5 FTE</b>	80,000	35,400	26,000	141,400
<b>Housing Subsidy</b>		35,000		35,000
<b>.5FTE(Jan-Feb 2015)</b>		5,000		5,000
<b>Grand TOTAL</b>	80,000	75,400		181,400

**General Funds:** The proposed 16 month budget relieves the General fund by \$30,000 as compared to the current 12 month contract due to the use of Boomerang Funds for a portion of the case managers' salaries and the Housing Subsidy program.

**Boomerang Funds:** Boomerang funds are the outcome of our former Redevelopment Agency. These tax increment funds are distributed to the various taxing entities. Albany has received \$134,000. The law did not impose a restriction on the use of these funds, but one action program stated in the City's Housing Element is to use Boomerang funds to support affordable housing and transitional housing implementation, particularly strategies benefiting extremely low income households.

**Community Development Block Grant (CDBG) Funds:** The Community Development Block Grant program provides funds for affordable housing, anti-poverty programs, and infrastructure development that benefit low-income residents. For Fiscal Year 2014-15, the City allocated \$26,000 towards the contract with BFHP. Staff is proposing that the same amount be allocated for FY 2015-16 and will bring the CDBG program plan application for approval to Council in February 2015.

## **OTHER PROGRAMS AND SERVICES**

The City of Albany is now actively engaged with a network of community partners that address homelessness. As a result, programs and services available to people who are homeless in Albany have greatly expanded in the last year. Following is a brief description of some of the programs and services.

### **EveryOne Home**

EveryOne Home is the lead agency in Alameda County that emphasizes a coordinated, efficient regional response to end homelessness in the County. All cities in Alameda County, including Albany have adopted the EveryOne Home plan and in doing so have agreed to employ the key strategies in their own jurisdiction and in collaboration with others to bring an end to homelessness.

The Community and Human Services Manager was elected on the EveryOne Home Leadership Board in March 2014 and will be participating in a committee that will explore the reestablishment of Housing Resource Centers throughout the County. Housing Resource Centers are a service-delivery model for addressing the needs of people experiencing homelessness or at risk of losing housing through a coordinated network of geographically-dispersed centers that offer a common core set of housing related programs and facilitate access to a broader range of additional services.

Every two years, a Point-in-Time unsheltered Homeless Count is conducted in Alameda County to measure progress towards ending homelessness and preserve \$27 million of crucial federal funding for homeless services. EveryOne Home is the non-profit organization that coordinates Alameda County's plan to end homelessness and conducts the Homeless count. The next Homeless Count will be January 29<sup>th</sup>, 2015. 350 volunteers

are needed to make the Homeless Count possible and the Community and Human Services Manager will be one of them.

### Alameda County North County –Inclement Weather Response System

In October, Albany City Council allocated \$15,000 towards the North County Inclement Weather Response Program. This program in collaboration with Alameda County and the Cities of Albany, Berkeley, Emeryville and Oakland strives to improve client permanent housing outcomes while also offering compassionate refuge from inclement weather during winter months. The program includes street outreach, warming centers, additional shelter beds and a limited number of supportive housing.

#### *Street Outreach*

In collaboration with other North County homeless outreach providers, Bay Area Community Services (BACS) is the lead agency funded to provide street outreach in all North County cities to identify the most vulnerable homeless people living on the street. In addition to Berkeley Food and Housing Project, which provides street outreach as part of Albany Project HOPE, Albany is served by the City of Berkeley Homeless Outreach and Building Opportunities for Self-Sufficiency (BOSS) both funded by Berkeley/Albany Mental Health.

#### *Warming Centers*

Warming centers are short-term emergency accommodations that operate only during inclement weather. Their paramount purpose is to prevent death and injury due to exposure to the elements. Warming centers will be opened at several sites when temperatures fall below 40 degrees or when it rains and will operate on a first-come, first-served basis. Sites include two in Oakland at St. Vincent de Paul and Henri Robinson and one in Berkeley at the Dorothy Day House Storm Shelter.

#### *Shelter Beds*

A number of shelters are open year round in Berkeley and Oakland and there will be an expansion of available shelter beds in both Berkeley and Oakland during November 15, 2014 through April 15, 2015. Shelter beds are available on a first-come first serve until shelters are full. The list of programs included with this report provides information on shelter locations.

#### *Housing supports*

BACS team will work with the highest need clients to help them obtain permanent housing and the resources and supports needed to acquire and maintain housing.

### North County Senior Homeless Program

Provided by BACS, the North County Senior Homeless Program serves seniors age 60 and over, who have severe and persistent mental health issues and are either homeless or at risk of losing their housing. Services include medical and mental health care, basic needs including locating and moving in permanent housing, obtaining benefits, developing goals to improve quality of life, arranging for vocational or educational services, as well as job

readiness and finding appropriate employment, 24-7 emergency access and support from the team and substance use counseling.

#### HOPE Intervention Program (HIP)

Starting in January 2015, BACS' HIP will provide mobile outreach and crisis intervention services to Transitional Aged Youth (TAY) ages 16-24 for up to 90 days followed by a "warm hand-off" to other services throughout Alameda County TAY System of Care.

#### Cherry Hill Detoxification Services Program

Provides non-medical free-standing detoxification and sobering services. The Sobering Center was designed to assist those needing immediate sobering services from alcohol or other drugs with a brief visit of 24 hours or less. The Detox center is a non-medical detoxification center specifically designed for those individuals who may need 24 hour monitoring for safe withdrawal from alcohol or other drugs.

In addition to the services described in this section, it is important to note that additional services available to Albany residents are provided by Berkeley Food and Housing Project, Berkeley/Albany Mental Health, 2-1-1 and other community partners as described in the attached list of programs and services.

#### **NEXT STEPS**

The information provided in this report demonstrates how far the City of Albany has come in its own engagement to address homelessness. The City of Albany is now part of a network of community partners that funds and implements programs for individuals who experience homelessness in our region. As for next steps, staff will continue to seek and research the availability of resources to help Council make decisions on how to best meet the needs of its most vulnerable residents.

#### Attachments

1. BFHP Scope of Work
2. Budget
3. List of Programs and Services
4. Resolution 2014-102

**City of Albany**  
**Project HOPE**  
**PROPOSED SCOPE OF SERVICE 3/15-6/16**

The Berkeley Food and Housing Project (BFHP), (hereafter “Consultant”) is proposing to continue services for Project HOPE from March 2015 through June 2016. Although street outreach and housing activities will continue, the primary activity of the contract will be housing maintenance for those clients who have recently been housed by the project.

**Program Philosophy - Housing First**

The Project HOPE Case Managers will continue to use a Housing First/ Rapid Re-housing approach to maintain recently housed clients in their housing as well as to house additional homeless residents of Albany. Housing First philosophy holds that people's need for housing is a basic need that should be met as quickly as possible, without any preconditions. Consistent with Housing First principals, the program will use a Harm Reduction approach when addressing both substance abuse and psychiatric issues. Harm Reduction is a set of practical strategies that reduce negative consequences of high risk behaviors, incorporating a spectrum of interventions from safer use, to managed use, to abstinence.

**Importance of Ongoing Housing Maintenance**

Having been homeless in the past is a significant risk factor for future homelessness. Recent national research on rapid re-housing programs shows that although the approach is very successful, even with intensive post housing support approximately 16% of single adults return to homelessness in their first year of being housed and approximately 26.6% return to homelessness in their second year of being housed.<sup>1</sup> These numbers are particularly true for chronically homeless single adults such as the majority of the clients served by Project Hope. Now that many Project Hope clients are reaching 6-12 months of housing it is especially important that intensive case management support continue in order to mitigate the risks of a return to homelessness by these clients.

Challenges that housed clients are experiencing include difficulty negotiating roommate conflicts, difficulty with basic life skills such as maintaining minimum cleanliness standards in their units, extensive property damage, non payment of rent, lack of a stable income, and moving unauthorized people into their properties. All of these issues are putting some housed clients at risk of eviction and future homelessness. Project Hope and community partners are working intensively to lessen the risks of possible evictions and a return to homelessness.

**Staffing:** The work of maintaining over twenty people with high levels of need in housing, while also continuing to outreach to and house a small number of other people is too large a workload for a single case manager. For this reason, we are asking for an expansion in staffing to cover another part time case manager to assist with these efforts. Moving forward, we recommend that Project HOPE be staffed by one and a half full time Case Managers due to the intensive level of

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<sup>1</sup> Byrne T, Culhane DP, Kane V, Kuhn J, Treglia . Predictors of Homelessness Following Exit from the Supportive Services for Veteran Families Program. *VA National Center on Homelessness Among Veterans- Research Brief* October 2014.



service that most clients require. The program will continue to be coordinated by the agency's MSC Manager. The agency's Director of Client Services, will provide program oversight, provide supervision to the MSC Manager and act as the contract liaison with the City of Albany. The Case Managers will work a flexible schedule, including late afternoon and evening hours, as needed, in order to best connect with their clients. The Case Managers will continue be reachable to clients and Albany staff by cell phone during working hours.

### **Program Description/Services**

Project Hope will continue to provide outreach and engagement; case management; housing search/landlord relationship development, housing placement; and housing stabilization and retention services to homeless residents of Albany. The focus of the work moving forward is on housing maintenance - assessment and case management related to housing stabilization and retention, which is described in more detail below.

#### **Case Management:**

##### **Assessment**

Assessment is an ongoing process that happens for all clients of the program. While initial assessment focused on tenant screening issues (barriers and strengths relevant to obtaining housing) most ongoing assessment will focus on Housing Retention Issues

- What are the barriers that impact the ability to remain housed, such as having enough income to pay rent and understanding the responsibilities of being a tenant
- What are the client's strengths that would allow them to maintain their apartment
- Additional areas of assessment include managing mental health symptoms, managing medications, parenting skills, relapse prevention planning, and other similar issues.

##### **Housing Case Plans**

After completing assessments, the case manager and client create or update a Housing Case Plan together. This plan is updated as needed to reflect the current needs of the client. The Housing Case Plan is the basis for all service provision and is a guide for moving the participant households toward resolving any immediate crises and obtaining and maintaining sustainable and appropriate, permanent housing. All Housing Case Plans are composed of goals and objectives that are reasonable and realistic for the client to achieve. Some common components of a Housing Case Plan may include obtaining ID, the creation of a monthly household budget and assistance with financial planning; completion of a tenancy/life skills curriculum; employment search; addressing poor credit and past evictions; managing mental health symptoms. In some cases, Housing assessments and case plans may reflect the need for a housed client to move to other housing.

##### **Supports to Maintain Housing**

Now that many clients of the project are housed, the Project Hope Case Manager will continue to provide services to assist clients to retain their housing. Project HOPE utilizes a Transition in Place model of providing intensive housing support and tenancy skills development to housed clients with the goal of having the client transition to less intensive services and less or no subsidy while remaining housed in the same location. Support may take the form of education, skills development, and home visits. Housing maintenance goals are included in a clients housing case plan and are based on the client's specific needs. Examples of might include:

- Understanding lease requirements
- Avoiding property damage
- Basic household skills such as cooking and cleaning
- What constitutes good tenant behavior
- Budgeting with a focus on prioritizing rental payment
- Landlord / tenant rights and responsibilities

Over the past 6 months we have seen several clients and households reduce or eliminate both their need for housing subsidies and their need for intensive support. However, even these clients remain precariously housed – still paying over 50% of their income to rent and still facing a variety of barriers to maintaining housing. Although Project Hope is currently providing a lighter touch of case management to these clients we will remain available to provide more intensive support in the future if/when needed. Many other households with significant housing retention barriers have required the same level of intensive support and the same level of full rental subsidies throughout their time housed and will continue to need this level of support for the foreseeable future.

Home Visits- Regular home visits are an integral part assessing and responding to housing retention barriers and will continue to be a core part of the program. Once clients become housed, The Project Hope Case Manager makes home visits frequently, with the exact frequency determined by the needs of the household. A home visit enables the case manager to identify tenancy issues that become "teachable moments." Home visits provide opportunities for real life teaching of skills that are essential for lease renewals, return of tenants' security deposits, and good landlord references. Home visits are also an opportunity to assess the unit for health and safety issues.

#### Referrals and Linkage to Other Service Providers

Case managers will continue to work with each participant to identify types of services that will help the household reach stability. Housing plans may include referrals to other mainstream services to help people obtain and maintain housing. The first priority in assisting clients with referrals and linkage to other providers is to address health and safety concerns. This could include linking to resources for medical care, domestic violence, etc. Other referrals may be to resources that can help address some of their tenancy barriers such as poor credit, or an eviction on their record. Additional priority areas are connecting clients to resources to assist them in increasing their income and include assistance with benefits as well as referrals to BFHP's Employment Specialist for those clients who are able to work and have identified employment income as a part of their housing stability plan. The Project Hope Case Managers will assist clients with transportation to these other service providers.

#### Housing Search

For those clients who are still homeless and for clients who are housed but need to move to different housing, the Case Managers' role remains to locate units, build relationships with landlords, and work with the client on the move in process. The case manager and client will establish housing search parameters taking into consideration a number of factors, including: household budget, desired neighborhood/community, rental history, household size, pets, etc.

This conversation may require a ‘reality-based’ discussion of what is truly affordable and sustainable in the face of limited budgetary resources.

The Project HOPE Case Manager provides a wide range of services directly related to establishing and maintaining housing stability. These include:

- Linking eligible clients to available move-in assistance and utilities subsidy programs..
- Discussion of housing options with the household
- Research of housing options and encouraging the participant household to research options themselves.
- Providing tools and instruction to participant households regarding how to present themselves favorably to landlords
- In the event that a prospective unit is identified, contacting landlord to arrange for the participant to see the unit.
- Negotiation and mediation with landlords around rents and tenant relationships
- Complete all necessary housing paperwork in collaboration with the landlord, including the lease agreement and IRS Form W-9
- Viewing the unit to ensure it is habitable and safe
- Work with the landlord to arrange for lease signature, coordinate household move-in, and arrange for payment of rent and/or security deposit as negotiated.

#### Relationship Development with Landlords

Strong partnerships with property owners are crucial to the goal of stably housing homeless clients. In order to secure units for participants, the Project Hope Case Manager, along with other members of BFHP’s Housing Case Management Team will continuously seek out new landlord partnerships.

The Project Hope program will be marketed to property owners by emphasizing:

- Project Hope will attempt to link eligible clients to available move-in assistance and utilities subsidy programs.
- The Case Manager will continue to work closely with participants while in housing to increase income and reduce barriers to housing stability
- The Case Manager can work with both clients and landlords to mediate any disputes, facilitate communication, and ensure that problems are resolved quickly and in a satisfactory manner.

#### Supports to Maintain Landlords

The Case Manager will follow up with clients and landlords post move in and assist with resolving any conflicts. Their role is also to retain landlords in the program by offering support such as:

- Move in costs and rental subsidies
- Facilitating at least one meeting between the landlord and the client to review the lease
- The landlord is provided with contact information for the Case Manager in the event that any questions or concerns arise
- The Case Manager checks in with the landlord at least monthly and more frequently than once/month while concerns are being addressed

- Mediating disputes in order to resolve landlord/participant concerns

### Homeward Bound Program

The program will continue to support reunification with friends/ family out of the area as a housing option. After confirming that the reunification plan is both safe and permanent the case managers will provide bus/train tickets to allow the client to be reunited with family or friends in other areas.

**Outreach:** The Project HOPE Case Managers will continue to operate both from an office and from the outreach van. Given the level of staff time needed for housing maintenance case management, we anticipate that most street outreach will continue to be by specific request of the City of Albany. However, we will work closely with both the City of Albany and other outreach providers in area to ensure that street outreach needs of Albany are met. The goal of outreach continues to be engagement and relationship building to encourage participation in services and housing. Engagement can be a long process and it can take many, many contacts with a homeless individual before the case manager may even be able to do an assessment. Each time the case manager engages a person, s/he will offer permanent housing assistance. The Case Manager will also try to work on meeting immediate needs, as defined by the client, so that after each experience they have with the Project Hope staff something positive has happened and there is a better, more positive and more trusting relationship. This type of consistent and positive engagement is crucial, so at the time when they are interested in pursuing permanent housing, a positive, trusting client/staff relationship has been developed that will contribute to successfully helping the individual obtain permanent housing.

### On Going Subsidy Needs

We estimate the need for new and ongoing subsidies for Project Hope clients to be approximately \$35,000 over the 16 months of the contract. The areas of highest priority include \$18,000 to house 3 additional clients who are currently on the streets and assist them with their rent for a year while they transition to stability. It also includes \$12,000 to support 4 existing housed clients with subsidies for another year as they wait for their SSI applications to be approved. And, it includes \$5000 for unforeseen emergency subsidy needs to ensure that set backs such as job loss, brief incarcerations, or benefits problems don't put people's housing at risk. In addition, the \$5000 would cover the costs of any clients who are interested in Homeward Bound, or reunification with friends and family.

### Reporting

- BFHP will provide monthly program statistics to the City of Albany using the Service Tracking Template included as Exhibit E, on the 15<sup>th</sup> of each month for the previous month.
- BFHP will provide a quarterly update on Performance Measures using the Performance Measures Template Exhibit D, on the 15<sup>th</sup> of the month following the end of a quarter

- BFHP will provide a written narrative quarterly on the 15<sup>th</sup> of the month following the end of a quarter describing program activities, successes and challenges as define in Exhibit F.

### HMIS

BFHP is required to participate in the County's Homeless Management Information System (HMIS). HMIS requires the entry of client-level data into a centralized, web-based system as well as compliance with all applicable confidentiality and data security protocols.

- HMIS Outcomes and Demographic reports for Project Hope will be sent to the City of Albany on the 15<sup>th</sup> of the month following the end of a quarter.
- Completion of an HMIS intake will be a requirement for any client who is receiving rental assistance through the City of Albany or any other source
- The Project Hope Case Manager will complete HMIS intakes for all consenting clients who are actively engaged in case management and housing search
- Completing an HMIS intake is not a requirement for receiving outreach, engagement and initial case management services through Project Hope and therefore the Case Manager will not be able to capture less engaged clients within the HMIS system

### MEETINGS AND COORDINATION

BFHP will coordinate these services with City staff from the Human Services Division as needed. BFHP will also coordinate outreach services with other non profit outreach providers in the City of Albany.

**Berkeley Food and Housing Project - City of Albany - Project HOPE**

<b>Project Name</b>	<b>City of Albany - Project HOPE</b>
<b>Period</b>	<b>7/1/15-6/30/16</b>
<b>Organization Name</b>	<b>Berkeley Food and Housing Project</b>
<b>Project Income/Sources of Funds</b>	<b>Total City of Albany</b>
City of Albany	106,000
<b>TOTAL INCOME</b>	<b>\$106,000</b>
<b>Project Expenses/Uses of Funds</b>	
<b>Personnel</b>	
Salaries and Wages	72,272
Employee Benefits and Taxes	18,780
<b>Operating</b>	
Transportation Costs	2,700
Program Supplies	1,980
IT & Equipment	3,600
Facilities	1,620
Financial support services	5,048
<b>TOTAL EXPENSES</b>	<b>\$106,000</b>
<b>Excess/(Deficiency)*</b>	<b>\$0</b>

This budget may be revised based on actual activity within the scope of service.  
 All changes within approved budget items will be preapproved by City of Albany staff.

**Berkeley Food and Housing Project****Program:** City of Albany - Project HOPETotal City of Albany Budget Request **\$ 106,000.00****Detail:**

Director of Client Services: 0.06 FTE to provide program oversight, supervision of project coordinator, act as liason with the City of Albany	\$ 5,068.00
Program Supervisor: 0.1 FTE of existing staff to provide program coordination, supervision of case management, prepare program reports and coordinate program data collection.	\$ 5,511.00
Housing Case Manager: 1.5 FTE Primary responsibility to provide housing retention support to recently housed tenants as well as perform assessments, search for housing, and develop landlord relationships.	\$ 61,693.00
Benefits: Payroll tax, health benefits, Workers' Compensation for staff @ 26% of wages	\$ 18,780.00
Transportation costs: Mileage reimbursement for program staff to visit participants, BFHP Vehicle operating costs (gas, insurance, maintenance) for transporting clients, Transit Passes for Clients, and staff accompanying clients on public transit	\$ 2,700.00
Program/Office Supplies: Program materials (paper, folders, etc.) for client files and outreach (including weekly hospitality supplies for homeless drop-in), Fees for obtaining ID cards, SS cards, birth certificates, credit reports, etc.	\$ 1,980.00
IT & Equipment: Wireless access plan, cell phone reimbursement	\$ 3,600.00
Facilities: Office space, telephone, liability insurance, and other infrastructure that support program operations	\$ 1,620.00
Accounting: up to 5% of overall, to record costs, prepare invoices, and monitor financial compliance of contract, includes tracking and distribution of funds for financial assistance.	\$ 5,048.00
<b>Total Detail</b>	<b>\$ 106,000.00</b>

**Berkeley Food and Housing Project - City of Albany - Project HOPE**

<b>Project Name</b>	<b>City of Albany - Project HOPE</b>
<b>Period</b>	<b>3/1/15-6/30/15</b>
<b>Organization Name</b>	<b>Berkeley Food and Housing Project</b>
<b>Project Income/Sources of Funds</b>	<b>Total City of Albany</b>
City of Albany	35,400
<b>TOTAL INCOME</b>	<b>\$35,400</b>
<b>Project Expenses/Uses of Funds</b>	
<b>Personnel</b>	
Salaries and Wages	23,920
Employee Benefits and Taxes	6,209
<b>Operating</b>	
Transportation Costs	900
Program Supplies	660
IT & Equipment	1,200
Facilities	825
Financial support services	1,686
<b>TOTAL EXPENSES</b>	<b>\$35,400</b>
<b>Excess/(Deficiency)*</b>	<b>\$0</b>

This budget may be revised based on actual activity within the scope of service.  
 All changes within approved budget items will be preapproved by City of Albany staff.



**Berkeley Food and Housing Project**

**Program:** City of Albany - Project HOPE

Total City of Albany Budget Request \$ 35,400.00

**Detail:**

Director of Client Services: 0.06 FTE to provide program oversight, supervision of project coordinator, act as liason with the City of Albany	\$ 1,689.00
Program Supervisor: 0.1 FTE of existing staff to provide program coordination, supervision of case management, prepare program reports and coordinate program data collection.	\$ 1,837.00
Housing Case Manager: 1.5 FTE Primary responsibility to provide housing retention support to recently housed tenants as well as perform assessments, search for housing, and develop landlord relationships.	\$ 20,394.00
Benefits: Payroll tax, health benefits, Workers' Compensation for staff @ 26% of wages	\$ 6,209.00
Transportation costs: Mileage reimbursement for program staff to visit participants, BFHP Vehicle operating costs (gas, insurance, maintenance) for transporting clients, Transit Passes for Clients, and staff accompanying clients on public transit	\$ 900.00
Program/Office Supplies: Program materials (paper, folders, etc.) for client files and outreach (including weekly hospitality supplies for homeless drop-in), Fees for obtaining ID cards, SS cards, birth certificates, credit reports, etc.	\$ 660.00
IT & Equipment: Wireless access plan, cell phone reimbursement	\$ 1,200.00
Facilities: Office space, telephone, liability insurance, and other infrastructure that support program operations	\$ 825.00
Accounting: up to 5% of overall, to record costs, prepare invoices, and monitor financial compliance of contract, includes tracking and distribution of funds for financial assistance.	\$ 1,686.00
<b>Total Detail</b>	<b>\$ 35,400.00</b>

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**RESOLUTION NO. 2014-102**

**A RESOLUTION OF THE ALBANY CITY COUNCIL TO CONTINUE  
AND EXPAND HUMAN SERVICES PROGRAMS RELATED TO ALBANY  
“PROJECT HOPE” FOR PEOPLE EXPERIENCING  
HOMELESSNESS IN ALBANY**

**WHEREAS**, on June 17, 2013 the City Council authorized the City Manager to enter into a Professional Services Agreement for a Homeless Outreach and Engagement Program (Albany Project HOPE “Housing Opportunities Expanded”) with Berkeley Food and Housing Project (BFHP), following the response to the issuance of a Request for Proposals issued by the City; and

**WHEREAS**, the contract with BFHP was subsequently extended by the Council until February 28, 2015; and

**WHEREAS**, BFHP serves a highly vulnerable population of long-term persons who are homeless, unstably housed and indigent residents through a multi-site, multi-service continuum of care; and

**WHEREAS**, BFHP has been providing services for Albany Project HOPE for 17 months, and has successfully housed 31 people who had been experiencing homelessness in Albany, utilizing subsidies including funding from the City of Albany Housing Subsidy Program to help secure housing for people; and

**WHEREAS**, the City of Albany remains committed to providing services to people experiencing homelessness in Albany and renewal of BFHP’s contract will enable continued services with the primary objective to provide housing maintenance for clients

1 who have recently been housed and also include outreach and engagement, case  
2 management, housing search/landlord relationship development and housing placement  
3 and retention; and  
4

5 **WHEREAS**, there is a need to expand the services provided through Project  
6 HOPE, requiring an increase in staffing to include an additional .5 FTE, for a total of one  
7 and a half full time case managers due to the intensive level of service that most clients  
8 require; and  
9

10 **WHEREAS**, the an amendment to the current agreement with BFHP is needed to  
11 increase staffing provided by BFHP to include an additional .5 FTE beginning January  
12 2015 through February 2015; and  
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14 **WHEREAS**, there is a need for new and ongoing subsidies to support the Project  
15 HOPE clients, including funding to secure and retain housing for Project HOPE clients in  
16 the amount of \$35,000; and  
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18 **WHEREAS**, as stated in the City’s Housing Element, “Boomerang” funds, which  
19 are funds from the outcome of the City’s former Redevelopment Agency, are to be  
20 utilized to support affordable housing and transitional housing implementation -  
21 particularly strategies benefiting extremely low income households; and  
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23 **WHEREAS**, a total of \$75,400 in City “Boomerang” funds will be used to fund  
24 the Housing Subsidy Program and a portion of the BFHP Contract to implement Project  
25 HOPE;  
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1 **NOW THEREFORE, BE IT RESOLVED**, that the Albany City Council does  
2 hereby authorize the City Manager to renew the contract with BFHP to continue services  
3 for Project HOPE for a period of 16 months between March 1, 2015 – June 30, 2016 at a  
4 cost not to exceed \$141,400; and

5  
6 **BE IT FURTHER RESOLVED**, that the Albany City Council hereby approves  
7 the use of City Boomerang funds not to exceed \$70,400 for the Albany Housing Subsidy  
8 Program and a portion of the BFHP contract; and

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10 **BE IT FURTHER RESOLVED**, that the Albany City Council hereby approves  
11 an amendment to the current contract with BFHP to include an additional .5 FTE in  
12 January – February 2015.

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17 JOANNE WILE, MAYOR  
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