

City of Albany
Project HOPE
PROPOSED SCOPE OF SERVICE 7/16-7/17

The Berkeley Food and Housing Project (BFHP), (hereafter “Consultant”) is proposing to continue services for Project HOPE from July 2016 through June 2017. The contract will be split between street outreach and housing activities, that include locating and placing clients into housing and between housing maintenance for those clients who have recently been housed by the project.

City of Albany Project HOPE: A new model of working with chronically homeless individuals

After providing outreach, housing placement and housing retention to chronically homeless residents in the city of Albany for the past three years, we have developed a service intensive model that is a best practice. Using Housing First and Harm Reduction principles in combination with intensive and responsive case management services, BFHP has been able to house and retain housing for people no-one thought could be housed. In fact, many of our residents are now stably housed for over one year and have defied the odds of success. One of the greatest reasons for this success is that we have provided case management tailored to each client’s unique needs. For some we offer crisis intervention daily, for others we support them and make community linkages on a weekly to monthly basis. We can begin exactly where the client is and move from intensive multiple services to less intensive independence in the manner and timing of the needs of the client. As most of our clients have not experienced much success with stability this process of intensive engagement has been working extremely well. In January of 2016 we closed out 19 people who had successfully retained their housing for over one year.

Program Philosophy - Housing First

The Project HOPE Case Manager 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.¹ These numbers would be particularly true for chronically homeless single adults, such as the majority of the clients served by Project Hope.

¹ 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.

However, Project Hope clients have reached 12 months of housing and because of our intensive case management support we have continued to mitigate the risks of a return to homelessness by these clients. We have defied the odds.

The challenges that our housed clients have and 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 could be putting some housed clients at risk of eviction and future homelessness. But Project Hope and community partners are working intensively to lessen the risks of possible evictions and a return to homelessness. Our model is working extremely well.

Staffing: The work of maintaining over twenty people with high levels of need in housing seems to be diminishing as we head towards functional zero (a term used to describe how at any one point in time the amount of people homeless is equal to housing available). We are currently working with seven people housed and another seven to ten in outreach on the streets. One Case Manager is able to manage the 14-17 clients effectively at this time. However, an extra challenge in our community at this time is that finding affordable housing has become increasingly difficult. Landlords have been steadily raising the rents and the availability of housing is at an all time low. Additionally, Landlords have a wider choice of tenants and this makes building relationships with landlords increasingly important. For this reason, we are asking for a change in staffing to cover part-time housing specialist whose sole job will be to locate housing and form long lasting relationships with Landlords.

Moving forward, we recommend that Project HOPE be staffed by one full time Case Manager and one half-time Housing Specialist due to the intensive level of service that most clients require.

The program will now be located at our new offices located on Fairview Street in Berkeley. The project will be supervised by the agency's Senior Program Manager. The agency's Director of Client Services, will provide program oversight, provide supervision to the Senior Program Manager and act as the contract liaison with the City of Albany. The Case Manager and Housing Specialist will work a flexible schedule, including late afternoon and evening hours, as needed, in order to best connect with their clients and with landlords. The Case Manager will continue to be reachable to clients and to 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 will be split between housing maintenance - assessment and case management related to housing stabilization and retention, and between housing placement of clients currently homeless in the City of Albany, which are described in more detail below.

Case Management:

Assessment

Assessment is an on going 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:

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 12 months we have seen many clients and households reduce or eliminate both their need for housing subsidies and their need for intensive support. Many of these clients are now fully independent. We have also seen, over the past 6 months, many clients be placed into housing in the retention stage of our program to ensure continued long term stability. Many of 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.

Home Visits- Regular home visits are an integral part of 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

The case manager 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 Manager 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 Housing Specialists role will be to locate units, build relationships with landlords, and work with the client on the move in process. The Housing Specialist 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 Housing Specialist will provide 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 Housing Specialist, along with other members of BFHP's Housing Case Management Teams 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/Housing Specialist 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/Housing Specialist 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 manager will provide bus/train tickets to allow the client to be reunited with family or friends in other areas.

Outreach: The Project HOPE Case Manager 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 on going subsidies for Project Hope clients to be approximately \$25,000 over the 12 months of the contract. The areas of highest priority include, funding to house clients who are currently on the streets and assist them with their rent for a year while they transition to stability. It also includes funding to support existing housed clients with subsidies for another 6-12 months year as they wait for their SSI applications to be approved.

Reporting

- BFHP will provide quarterly program statistics to the City of Albany using the Service Tracking Template included, on the 15th of each month following the end of the quarter.
- BFHP will provide a quarterly update on Performance Measures using the Performance Measures Template, on the 15th of the month following the end of a quarter
- BFHP will provide a written narrative quarterly on the 15th of the month following the end of a quarter describing program activities, successes and challenges.

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 15th 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

ATTACHMENT A

Project Name	City of Albany - Project HOPE
Organization Name	Berkeley Food and Housing Project
Project Income/Sources of Funds	Total City of Albany
City of Albany	106,000
TOTAL INCOME	\$106,000
Project Expenses/Uses of Funds	
Personnel	
Salaries and Wages	74,700
Employee Benefits and Taxes	17,120
Operating	
Transportation Costs	3,400
Program Supplies	2,120
Operating Costs	5,040
Administrative support services	3,620
TOTAL EXPENSES	\$106,000
Excess/(Deficiency)*	\$0

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

\$ 106,000.00

Detail:

Director of Client Services: 0.05 FTE to provide program oversight, supervision of project coordinator, act as liason with the City of Albany	\$ 4,750.00
Program Supervisor: 0.1 FTE of existing staff to provide program coordination, supervision of case management, prepare program reports and coordinate program data collection.	\$ 7,200.00
Housing Case Manager: 1.0 FTE Primary responsibility to perform assessments, developing housing spabilization plan to reduce barriers to housing, and Housing retention support as needed.	\$ 42,500.00
Housing Specialist: 0.5 FTE Primary responsibility for searching for housing, develop landlord relationships, and matching client to property.	\$ 20,250.00
Benefits: Payroll tax, health benefits, Workers' Compensation, retirement contribution for staff @ 23% of wages	\$ 17,120.00
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	\$ 3,400.00
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.	\$ 2,120.00
Operations costs: Wireless access plan, cell phone reimbursement; Office space, telephone, liability insurance, and other infrastructure that support program operations	\$ 5,040.00
Admiisrative Costs: up to 10% of overall, to record costs, prepare invoices, and monitor finacial compliance of contract, includes tracking and distribution of funds for financial assistance, and overall general administrative cost of	\$ 3,620.00
Total Detail	\$ 106,000.00

ATTACHMENT B

**Albany Project HOPE
Homeless Outreach and Engagement Program
Berkeley Food and Housing Project Narrative
Report to City Council**

Activities to Date

Successes this Quarter

Challenges this Quarter

ATTACHMENT C

BFHP Albany PROJECT PERFORMANCE MEASURES

Due on the 15th of each month following the quarter

Project Performance Measures and Targets				
Performance Measure	Target	Progress/Activity this period	Year to date statistics	Comments
Outreach contacts (unduplicated contact with a new client)	20			
Performed initial intake/enrollment	10			
Number of housing case plans performed	17			
New Clients Housed	10			
Clients maintaining housing for 6 months	17			
*Clients maintaining housing for a year	13			
Clients exited from Aftercare program	7			

*This measure duplicates clients in the measure above

ATTACHMENT D
BFHP Albany SERVICES TRACKING -2016-17
 Due on the 15th following the end of the quarter

Services	Jul-16	Aug-16	Sep-16	Oct-16	YTD
Discussion about Housing					0
Discussion about Benefits					0
Discussion about Medical Care					0
Discussion about Homeward Bound					0
Discussion about Employment					0
All other Discussions (document topic)					0
Assistance with paperwork (specify details)					0
Transporting client to medical appt					0
Transporting client to social services					0
Transporting client to DMV					0
Transporting client to housing viewing					0
Transporting client to employment specialist					0
Transporting client to showers at MASC					0
All other Transportation (document location)					0
DMV Voucher provided					0
Bus tickets provided					0
Referrals and linkages to other services					0
Life skills assistance					0
Home visits					0
Con tact with landlords					0
Provided financial assistance for move in					
Other (Document topic)					