



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

Agenda Date: October 15, 2018  
Reviewed by: NA

**SUBJECT:** Affirmation of funding for Berkeley Food & Housing Project and Albany Housing Subsidy Program for services to people experiencing homelessness in FY 2018-2019

**REPORT BY:** Isabelle Leduc, Assistant City Manager

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**SUMMARY**

The action before the Council is to affirm the funding for Berkeley Food & Housing Project and Albany Housing Subsidy Program for the provision of services to people experiencing homelessness in Fiscal Year 2018-2019.

**STAFF RECOMMENDATION**

That the Council adopt Resolution No. 2018-124 affirming the funding for Berkeley Food and Housing Project and Albany Housing Subsidy Program for the provision of services to people experiencing homelessness in Fiscal Year 2018-2019 in an amount not to exceed \$151,558.

**DISCUSSION**

Berkeley Food and Housing Project (BFHP) has been providing homeless outreach, engagement, case management, housing navigation, housing search/landlord relationship development, housing placement; and housing stabilization and retention services to homeless residents of Albany since July 2013. The Housing Navigator uses 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.

On June 18, 2018, Council reviewed and approved the updated scope of work and funding for the provision of homeless outreach, engagement and housing services with Berkeley Food and Housing Project and the Albany Housing Subsidy Program for FY 2018-2019. The updated scope of work is attached for Council's information. The action before the Council is to adopt Resolution 2019-124 affirming the funding for Berkeley Food and Housing Project and the Albany Housing Subsidy Program for the provision of services to people experiencing homelessness in Fiscal Year 2018-2019 in an amount not to exceed \$151,558.

## **FINANCIAL IMPACT**

A combination of General Fund, Community Development Block Grant (CDBG) and Alameda County Immediate Impact Grant (ACIIG) funds have been incorporated in the Fiscal Year 2018-2019 budget update:

<b>7/1/18-6/30/19</b>	<b>General Fund</b>	<b>CDBG</b>	<b>ACIIG</b>	<b>TOTAL</b>
<b>BFHP Contract</b>	58,558.00	42,000.00		101,558.00
<b>Housing Subsidy Program</b>	10,000.00		\$25,000.00	35,000.00
<b>Prevention</b>	\$15,000.00			15,000.00
<b>GRAND TOTAL</b>	\$83,558.00	\$42,000.00	\$25,000.00	151,558.00

### Attachments

1. Resolution No. 2018-124
2. BFHP Updated Scope of Work & Budget (Reviewed & approved June 8, 2018)



The Berkeley Food and Housing Project (BFHP), (hereafter “Consultant”) is proposing to continue services for Project HOPE from July 2018 through June 2019. 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 five 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 housing navigation services, BFHP has been able to house and retain housing for people no-one thought could be housed. In fact, many of our residents have remained stably housed for years even as we no longer offer them services. One of the greatest reasons for this success is that we have provided case management (Housing Navigation) 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.

**Program Philosophy - Housing First/Rapid Re-Housing**

The Project HOPE Housing Navigator will 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.

Rapid re-housing (RRH) is an interim housing program for homeless people to get quickly re-housed and stay housed. By design, rental assistance is a short and shallow subsidy. Aided by a housing navigator the client is provided supportive services that help make the transition back to independent living within a short time frame. Once this happens, the rapid re-housing “slot” turns over, and another client can be served until all resources are depleted. (See attached document for the newly adopted Alameda County RRH policy).

### **Importance of Ongoing Housing Stabilization and Retention**

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 25% 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 would be particularly true for chronically homeless single adults, such as the majority of the clients served by Project Hope. However, over 90% of Project Hope clients have reached 24 months of stable housing because of our intensive case management/housing navigation support. We have continued to mitigate the risks of a return to homelessness for these clients and have higher outcomes than the national average.

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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.

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.

**Coordinated Entry System:**

Following a HUD mandate, Alameda County began countywide implementation of a Coordinated Entry System (CES) on November first 2017. CES is designed to offer people who are literally homeless an assessment that is used to prioritize people onto a dynamic list with the mandate to utilize resources for the people who are prioritized as needing the most support, who have the most barriers to self-resolution and who have been on the streets for the longest amount of time. This is commonly referred to as the chronically homeless.

As part of this change staff roles have been changed away from case management to a housing navigation with the emphasis being firmly placed on housing people.

**Staffing:** The project will be staffed by one full time *Housing Navigator* and will be supervised by the agency's *Senior Coordinated Entry Systems Manager*. The agency's *Director of Coordinated Entry Systems* will provide program oversight, and act as the contract liaison with the City of Albany. The Housing Navigator will work a flexible schedule, in order to best connect with the homeless population.

The Housing Navigator will sustain a visible presence in the City of Albany and will act as part of the larger team being created by the Human Services Linkages Program. To this end the Housing Navigator will be present during all drop in hours of the Human Services Linkages

Program. (Currently, Wednesday and Friday from 10-1 in the Annex). The Housing Navigator will also be assigned a daily outreach route that includes; the community center, the senior center, the area around the Safeway store, behind the Target store, Albany hill, the shower program at the Albany Aquatic Center (currently on Friday), Solano and San Pablo Avenues, the Ohlone Greenway and any other areas that people who are homeless congregate in.

The Housing Navigator will also attend bi-weekly regional case conferences (BNL meetings) as a City of Albany representative. The Housing Navigator will attend a once a month City of Albany collaboration meeting and additionally, the Housing Navigator will participate in a monthly rapid re-housing projection meeting at BFHP to ensure that financial assistance to clients is being effectively distributed.

### **Program Description/Services**

Project Hope will continue to provide outreach and engagement; housing navigation; 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 equally between outreach, housing navigation and housing stabilization/retention.

**Outreach:** The Housing Navigator will utilize part of their time to conduct outreach to homeless persons throughout the City of Albany. The goal of outreach is engagement, relationship building and assessment to encourage participation in services and housing resolution. Engagement can be a long process and it can take many contacts with a homeless individual before the Housing Navigator may even be able to do an assessment. During this relationship and trust building process, the client chooses his/her level of engagement with staff and takes the lead in determining his/her initial needs and goals.

Each time the Housing Navigator engages a person, s/he will offer a Coordinated Entry system (CES) assessment, any available options in

shelter and work towards permanent housing solutions. The Housing Navigator will, whenever possible, work on meeting immediate needs, as defined by the client, so that after each experience something positive has occurred and a more trusting relationship is forged. This type of consistent and positive engagement is crucial in contributing to successfully helping the individual obtain permanent housing, when it is available. A daily defined outreach route incorporating the above listed sites will be executed along with opportunities to reach out to clients that are identified as in need of assistance by City of Albany employees on an immediate crisis basis (Monday-Friday).

### **Housing Navigation:**

#### **CES Assessment:**

As the Housing Navigator develops relationships with homeless individuals s/he will begin the process of CES assessment to establish prioritization for services available across Alameda County and to determine which services are the most effective for the person to resolve their homelessness. The CES assessment focuses on information directly relevant to the client's homelessness and its resolution. The goal of the assessment process is to understand:

- Immediate health or safety risks
- Housing history
- Strengths in obtaining and maintaining housing
- Barriers to obtaining and maintaining housing
- Preferences for housing.
- Linkages needed for wraparound services

#### **Housing Stability Plans:**

After completing the CES assessment, the client will be placed on a county prioritized list and the Housing Navigator will offer available and appropriate services to the client. If applicable, a housing stability plan will be created. The Housing Stability Plan is the basis for all service provision and is a guide for moving the participant households toward resolving any immediate crises and obtaining sustainable and appropriate, permanent housing as quickly as possible. All Housing



Stability Plans are composed of goals and objectives that are reasonable and realistic for the client to achieve. Some common components of a Housing Stability Plan may include obtaining ID, the creation of a monthly household budget and assistance with financial planning, employment search, addressing poor credit and past evictions, managing mental health symptoms.

There will be 6 Rapid Re-Housing Slots available for clients identified as experiencing homelessness in Albany. There will also be some slots available for prevention services.

### Housing Search:

The Housing Navigator is the primary staff that will have contact with landlords. The Housing Navigators role is to locate units in Albany and other areas, build relationships with landlords, and work with the client on the move in process.

The Housing Navigator 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.

### Supports to Maintain Housing: Housing Stabilization and Retention

Housing stabilization and retention goals are included in a client's Housing Stability Plan and are based on the client's specific needs.

Examples 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

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 Housing Navigator makes home visits frequently, with the exact frequency determined by the needs of the household. A home visit enables the housing navigator 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.

### Supports to Maintain Landlords

The Housing Navigator 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 a meeting between the landlord and the client to review the lease
- The landlord is provided with contact information for the Housing Navigator in the event that any questions or concerns arise

- The Housing Navigator checks in with the landlord while concerns are being addressed
- Mediating disputes in order to resolve landlord/participant concerns

### Referrals and Linkage to Other Service Providers:

Referrals to mainstream services, which help people obtain and maintain housing, are a top priority. These could include linking to resources for medical care, domestic violence services, drug use management and mental health. Additional priority areas are connecting clients to resources to assist them in increasing their income and with resources that can help address some of their tenancy barriers such as poor credit, or an eviction on their record.

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

### On Going Subsidy Needs

There is a growing need for new and on-going subsidies for Project Hope clients. We are requesting financial assistance of \$50,000 over the last 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 up to nine months while they transition to housing stability (\$35,000). We request funding for clients identified through the City of Albany Human Services Linkages Program and city staff that qualify for prevention resources (\$15,000). BFHP will follow the newly adopted County of Alameda rapid re-housing program guidelines for implementation of its rapid re-housing program. (See attached for details).

## **Reporting**

- BFHP will provide quarterly program statistics, performance measures and program narratives to the City of Albany using a template to be mutually determined.
- BFHP will provide monthly financial accounting to the City of Albany in regards to temporary financial assistance (rapid re-housing projections)

## **MEETINGS AND COORDINATION**

- BFHP staff will attend City of Albany convened meetings to coordinate services. These may include the Albany Police Department, the Human Services Linkages Program and others as needed. This will provide an increased level of service coordination and collaboration.
- BFHP will also coordinate outreach services with other non-profit outreach providers serving the City of Albany.
- BFHP staff will also attend countywide trainings when offered.
- BFHP staff will attend the North County HRC By Name List meeting
- BFHP staff will attend a North County HRC quarterly meeting

## **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 Housing Navigator 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 Housing Navigation will not be able to capture less engaged clients within the HMIS system

## Budget

**City of Albany – Project HOPE- Outreach, Homeless  
Navigation and Rapid Re-Housing Budget  
July 1, 2018-June 30, 2019 (12 months)**

<b>Item</b>	<b>Budget</b>
Staffing and operational costs	\$ 101,558
6 slots of Rapid Re-Housing (\$35,000 rapid re-housing, \$15,000 prevention)	\$50,000
Total	\$151,558

***Staffing Detail:***

Director of Coordinated Entry Systems: 0.05 FTE to provide program oversight, supervision of project coordinator, act as liaison with the City of Albany	\$ 5,000
Program Supervisor: 0.1 FTE of existing staff to provide program coordination, supervision of case management, prepare program reports and coordinate program data collection.	\$ 7,725
Housing Navigator: 1.0 FTE Primary responsibility to perform assessments, developing housing stabilization plan to reduce barriers to housing, Housing retention support as needed and outreach.	\$ 52,000
Benefits: Payroll tax, health benefits, Workers' Compensation, retirement contribution for staff @ 23% of wages	\$ 14,078
Transportation costs: Mileage reimbursement for program staff to visit participants, BFHP Vehicle operating costs (gas, insurance, maintenance) for transporting clients, Transit	\$ 2,310

Passes for Clients, and staff accompanying clients on public transit	
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.	\$ 1,522
Operations costs: Wireless access plan, cell phone reimbursement; Office space, telephone, liability insurance, and other infrastructure that support program operations	\$ 5,145
Administrative Costs: up to 10% of overall, to record costs, prepare invoices, and monitor financial compliance of contract, includes tracking and distribution of funds for financial assistance, and overall general administrative cost of managing contract.	\$ 13,778
<b><i>Total Detail</i></b>	<b>\$101,558</b>

## **Budget Explanation**

### *Homeless Housing Navigation Services*

City of Albany will fund a 1.0 FTE Housing Navigator to conduct outreach, liaise with local landlords, manage the Rapid Re-Housing slots, and coordinate services for individuals experiencing homelessness in Albany.

### *Rapid Re-Housing*

City of Albany will fund up to 6 slots of Rapid Re-Housing for individuals following the newly adopted County of Alameda Rapid re-housing guidelines. (See attached).