

April 25, 2019

City of Fremont
to Nancy Sa, Interim CDBG Administrator
nsa@fremont.gov

To Whom it May Concern with the City of Fremont,

Bay Area Community Services (BACS) is delighted to submit the following information in response to the City of Fremont's Request for Information: Housing Navigation Center Staffing and Operations.

Attached is a comprehensive response to the questions posed in the Request for Information. BACS offers many strengths to the City of Fremont and Fremont community members, including:

- BACS is the operator of the Berkeley STAIR Center, after which this RFI is modeled, and as such has a deep institutional understanding of this program model. BACS was also recently selected as the City of Hayward's partner to implement its Housing Navigation Center. BACS will be able to quickly replicate existing services and ramp up operations, and bridge services across Alameda County to support Fremont residents.
- BACS has extensive experience providing navigation services for persons experiencing homelessness, and has the capacity to quickly and efficiently execute a contract to staff and operate this proposed project.
- BACS has operated in Fremont since 1974. BACS' South County Wellness Center, at 40963 Gimmer Blvd, is a drop in site for adults living with behavioral health challenges and housing insecurity, as well as a homeless wellness center.

BACS respectfully submits this Request for Information to the City of Fremont for the Navigation Center. Please be in touch if you have any questions. My direct line is [REDACTED] or jalmanza@bayareacs.org.

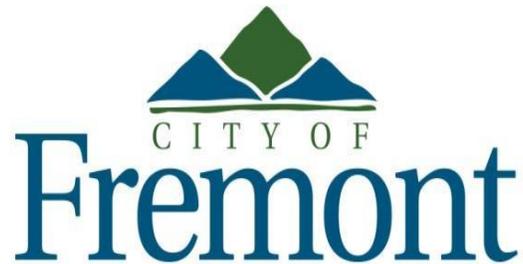
Sincerely,



Jamie Almanza, MBA
Executive Director

Request for Information (RFI) for
Fremont Navigation Center Staffing and Operations

Response To



City of Fremont
3300 Capitol Avenue, Fremont, CA 94538
Nancy Sa, Interim CDBG Administrator

From



Bay Area Community Services
390 40th Street, Oakland, CA 94609
Jamie Almanza, MBA, Executive Director

T: [REDACTED]

jalmanza@bayareacs.org

Submitted On or Before: April 26, 2019

1. Your organization's name, address, contact name and contact information.

Bay Area Community Services (BACS)

390 40th Street, Oakland, CA 94609

Primary Contact: Jamie Almanza, MBA, Executive Director

[REDACTED]
jalmanza@bayareacs.org

Secondary Contact: Daniel Cooperman, Director of Housing and Homelessness Services

[REDACTED]
dcooperman@bayareacs.org

2. A brief overview of your organization's experience providing emergency shelter, case management services, and housing placement for persons experiencing homelessness, including:

- a. The name, location, target population, and bed capacity at any project(s) you operate;**
- b. The staffing pattern, including # FTEs and roles, at the project(s);**
- c. The staffing/operations budget for the project(s); and**

Brief Overview of Organizational Experience

Bay Area Community Services' (BACS) experience operating housing first programs in Alameda and Solano Counties is vast. BACS has long operated and continues to operate housing programs including the Oakland housing resource center for the Coordinated Entry System, prevention programs, emergency housing, interim housing/navigation center models, medical respite for the homeless, rapid rehousing, permanent housing, and traditional Permanent Supportive Housing (PSH) to the chronically homeless, literally homeless and throughout the encampment communities. Embedded in all program types, BACS' service delivery system is predicated on two components: 1) providing intensive case management/care coordination during all phases of housing, and 2) providing flexible funding for the purposes of eliminating barriers to accessing permanent housing. Currently, BACS Housing programs have a combined total budget of \$16 million dollars and reach 1,700 people per year. Programs that BACS has provided to the community include:

Berkeley Pathways STAIR Center (Location: 2nd and Cedar, Berkeley. Target Population: Chronically Homeless Single Adults in Berkeley. Capacity: 45 participants at one time)

BACS currently operates the Berkeley STAIR Center, and has more than a year of program operations with successful implementation. Within 3 days of opening, BACS had identified and moved in 32 people, thanks to our expert Outreach team. Within 7 days, all beds were full. To date, BACS has had 94 individuals exit the STAIR Center, and 78 of those 94 (or 82%) have moved in to permanent housing and has maintained near 100% occupancy at the center. The average length of stay is 4 months. BACS has worked closely with partners in the City of Berkeley, community activists and supporters, site neighbors and community members/volunteers, and homeless individuals to ensure program success.

Housing Fast Support Network (Location 1 at the Henry Robinson Center: 559 16th Street, Oakland. Target Population: Chronic Homeless Single Adults. Capacity: 137 at any one time. Location 2 at the Holland Hotel: 241 West Grand Street, Oakland. Target Population: Chronic Homeless Single Adults. Capacity 90 at any one time).

In 2013, BACS opened the first and the largest navigation center/interim housing/Rapid Rehousing homeless program of its kind – the Housing Fast Support Network (HFSN) – continuously serving 137 chronically and literally homeless single adults in a 4-6 month interim housing model leveraging HUD Transitional Housing dollars. Since December 2013, BACS has served over 1,500 homeless individuals, and the HFSN aggregate permanent housing success rate is 89% – without ongoing subsidies/vouchers. This model is what pioneered the current STAIR design in Berkeley – combining the short-term/respice design of the SF Navigation model with a flexible funding pool to ensure access to permanent housing to garner success in permanent housing exits.

In this model, which STAIR is closely designed after, BACS provides brief interim housing (room, one meal a day, and other amenities) to individuals as they choose to come inside, usually through BACS street outreach work. The agency ‘wraps’ around each individual with an individualized housing assessment and plan that identifies the different domains of need (based on the SAHMSA Eight Dimensions of Wellness), and creates a quick action plan to help the individual rapidly remove barriers to access housing. Concurrently Housing Specialists immediately start to look for individualized permanent housing options. The work does not stop until an individual finds affordable, sustainable housing. During the time the participant is living at HFSN, the staff is working on benefits access, employment needs (if possible), health and wellness needs including connecting with primary and behavioral health providers, social and recreational needs, and skill-building support.

BACS uses an evidence-based practice called Critical Time Intervention (CTI), which directs three phases of care to make the transition from homelessness to housing. Phase One is focused on identifying critical needs, and takes place while the individual is living at HFSN. Phase Two is focused on the transition into permanent housing, when the participant leaves HFSN for long-term housing. Phase Three is when the participant is ‘trying it out’ and BACS is titrating case management (and possibly flexible funding) while finding more permanent natural community supports so that the housing is maintained long-term. The whole purpose and design of CTI is that it is active, quick, and that the staff and participant are using these critical phases intentionally. Staff does not wait for skills to develop, for behaviors to change, or for the perfect housing to open up. Staff and participants work with what they have, and inventory what they do not have, and then create practical plans to bridge gaps.

This model is extremely low barrier – individuals are usually coming from encampments and are struggling with co-occurring mental health and substance use issues; chronic health conditions; zero income; and more. Additionally, individuals may have pets who are loved ones, and may have a unique assortment of possessions that they have lived with in the encampment setting. BACS has strategies to welcome the whole person and to support the delicate process of supporting someone as they choose to come inside. The main goal and driving force of the Housing Fast Support Network is that an individual does not leave the program until they are permanently housed. The annual budget for these two programs is \$5 million dollars.

Full details of BACS’ other housing & homelessness programs are below:

<i>People Served</i>	<i>Staffing</i>	<i>Dates</i>	<i>BACS Role</i>	<i>Type of Program / Housing / Location</i>	<i>Target Population</i>	<i>Budget (in mill)</i>
45	11 total:	2018 - current	Property Manage,	STAIR (Berkeley Navigation Center) Interim Housing Model	Literally Homeless	\$2.5

	Program Manager, Property Manager, Housing Coordinators, Outreach Coordinators		Housing Case Management Services + Flexible Fund Management	(4-6 months, shallow Rapid Rehousing Subsidy towards permanent housing, aftercare). Location: Berkeley, CA		
90	11 total: Program Manager, Prop Manager, Housing Coordinators, Outreach Coordinators	2019 - current	Property Manage, Housing Case Management Services + Flexible Fund Management	Housing Fast Support Network (Holland) Interim Housing Model (4-6 months, shallow Rapid Rehousing Subsidy towards permanent housing, aftercare). Location: Oakland, CA	Literally Homeless	\$2.5
137	12 total: Program Manager, Housing Coordinators, Prop Manager, Peer Coordinators	2013- current	Property Manage, Housing Case Management Services + Flexible Fund Management	Housing Fast Support Network (Henry Robinson) HUD Transitional Housing using Interim Housing Model (4-6 months, shallow Rapid Rehousing Subsidy towards permanent housing, aftercare). Location: Oakland, CA	Literally Homeless, Coordinated Entry	\$2.5
5,000	12 total: Program Manager, Housing Coordinators, Assessors, Peer Coordinators	2017- current	Housing Case Management Services + Flexible Fund Management	Oakland Housing Resource Center (Coordinated Entry) Assessment, Housing Navigation, Flexible Funding. Location: Oakland, CA	Housing Insecure, Homeless	\$2
150	5 total: Program Manager, Housing Coordinators	2017- current	Housing Case Management Services + Housing Subsidy Management	Landlord Liaison Services Supportive Services, Tenancy Sustaining Services, Subsidy Administration. Location: Scattered Site throughout Alameda County.	MHSA-eligible, Shelter + Care	\$2
1,000	4 total: Program Manager, Housing Coordinators	2017- current	Housing Case Management Services	Housing Education Services including housing counseling, application readiness, landlord tenant relationships, problem-solving. Location: Scattered throughout Alameda County.	All Housing Insecure/Ho meless	\$0.5

Housing Financial Assistance using Flexible Funds

As part of this and other models, the agency administers housing financial assistance (rapid re-housing): flexible funds managed by BACS in order to operate a program that will achieve lasting success. Flexible funds are governed by specific policy and procedure, and there is a unique framework and procedure adhered to determine what type of flexible funds are needed. Flex funds may include first, last and security deposit; titrated rental assistance; a bedroom set-up; fees to clear records; employment costs such as clothing, tools, or trade schooling; or, for some, registration fees for their cars. Flexible funding is as important as interim housing, based on the program model and BACS' decade of experience, for assisting with long-term placements.

3. The type of data collection and reporting that is currently being done at the projects, including any follow up interaction and data collection for clients after they have exited the program.

BACS has developed a Monitoring and Evaluation Department that has the sole purpose of evaluating performance at the consumer, program, and agency level, and utilizes Continuous Quality Improvement (CQI) as the Quality Management System. BACS is fully accredited by Commission on Accreditation of Rehab Facilities (CARF), which utilizes CQI as the framework for evaluation, and assures the highest quality of evaluation and achievement of outcomes.

BACS' CQI Department tracks data at the individual, program, population, service delivery model, and agency levels to ensure that all are effective, efficient, accessible, and culturally responsive. CQI includes a compliance infrastructure to ensure that all services/charts meet minimum standards. In 2009, we developed an Outcomes Management System premised in the values of Results Based Accountability (RBA). RBA is a CQI process that takes a disciplined approach to improving performance. BACS utilizes an Electronic Health Record as well as Sharepoint database to track outcomes in addition to the main homeless management system called Homeless Management Information System (HMIS) which BACS utilizes for all of its navigation programs as well as HRC. BACS' CQI framework has an RBA Dashboard for each program, with real-time data. This format allows leadership & staff to understand exactly how programs are performing & where to make changes as programs move from start-up to mature operations.

BACS generally tracks the following data in all of its programs, including its navigation programs:

- Extensive demographic data
- Data quality data
- Episodic data (entry in and out of programs)
- Outreach data
- Effectiveness data (reduction in utilization, use of emergency resources, placements in permanent housing, housing retention data, etc.)
- Satisfaction data
- Community feedback data
- Efficiency data
- Financial data
- Post-program data (i.e. returns to homelessness data, etc.)

4. A description of the methods that will be used to conduct targeted outreach to encourage homeless individuals to participate in the Housing Navigation Center.

BACS plans to provide targeted outreach & engagement services as part of the Fremont Navigation Center, through a honed model that has successfully engaged more than 10,000 people in BACS services in the last decade.

The core of BACS' outreach efforts is Peer Outreach Specialists, who are staff with lived experience. Peer staff visit homeless community members in encampments, on the streets, in hospitals or other institutions, parks, and anywhere else necessary – meeting partners 'where they are at.' BACS equips peer staff with a variety of items that can benefit homeless individuals, including transportation tickets, condoms / hygiene items, pet food, and gift certificates to get a hot meal. Peer staff can utilize these items to support conversations and beginning to build trust and consistency.

BACS strongly believes that engagement is the responsibility of a provider. If an individual does not engage with services, BACS' peer staff gently persist, building the trust necessary for partners to decide to enroll in services. It is the persistence, assertive nature, and relational skills of the peer counselor that make the difference for this hard-to-reach population.

BACS has formal experience providing assertive outreach & engagement as part of its Full Service Partnership; Homeless Outreach Program for Mentally Ill Adults; SB-82 Transition Aged Youth Outreach and In-Reach Program; Forensic In-Reach Program; Adult In-Reach Program; Prevention & Engagement Program (PEP) of Solano County; and Oakland & Berkeley's Street Outreach for encampments. BACS' existing Pathways STAIR Center in Berkeley, the navigation center after which this program is modeled, also provides outreach and engagement services. Within a week, all beds were filled. Since then, BACS has continued outreach and engagement, as well as encouraged word of mouth, throughout the full year of successful program operations.

Targeted outreach will include working with City stakeholders including police, public works, health and human services (FRC, etc.), hospitals, local churches, certainly Abode through Coordinated Entry, and will participate in hot-spot engagement as needed/directed. The goal will be to coordinate with current outreach so that the outreach system in Fremont is coordinated and efficient.

Outreach will be ongoing and BACS will participate in case conferencing, and as a bed becomes available, clients will be identified from any priority hotspotting or through CES. This model has worked well in Berkeley and has supported the CES process.

5. A description of a staffing pattern that would support operations for a 40 to 45-bed shelter program with one meal a day that offers intensive case management, services linkage, and housing exits modeled after the Berkeley STAIR Center. Indicate both full time and part time staff dedicated to the project. Provide an organizational chart that indicates who the staff working on this project will report to within your organizational structure.

BACS plans to mirror staffing for our existing Pathways STAIR Program in Berkeley. The staffing for this proposed Navigation Center will be overseen by Daniel Cooperman, Director of Operations – an expert in homeless and housing program design and implementation. Mr. Cooperman has a proven track record working with encampments and vulnerable programs and leveraging funding to provide housing access and success. Mr.

Cooperman was responsible for planning and implementing the Berkeley STAIR Center, and will use this experience to quickly and efficiently implement this program. Mr. Cooperman will collaborate closely with Jamie Almanza, Executive Director, who closely participates in start-ups and operations to ensure the quality and efficiency of the start-up and to ensure it meets the needs of the stakeholders.

The Program's day to day operations will be managed by a Program Manager, who will be hired to oversee the program operations and to recruit, hire, and screen staff members. The Program Manager will ensure all staff members meet BACS' expectations and are philosophically aligned with BACS' vision, mission, zero barriers, and 'whatever it takes' attitude.

The Program will employ Four Housing Navigators, who will be solely responsible for supporting an individual with all housing navigation/intensive case management needs, with a determined focus on exit to permanent housing. Case management will include assessment, plan development, linkage and brokerage, benefits support, employment support with linkage to BACS and other employment programs, and skills development.

The Property Management functions of the Program will be led by a ½ time Property Manager, who will work collaboratively with the team and employ 10 FTE Peer Site Managers (building in on-call support), who will run the 24/7/365 access and oversight of a quality interim housing program at the proposed Fremont Navigation Center.

BACS proposes a budget for staffing and operations of the Fremont Navigation Center that emulates BACS' Berkeley STAIR Center and Hayward Navigation Center, whereby the mission and goal of the program is to permanently house as many individuals as possible as quickly as possible and to permanently end a person's unsheltered status. The model will target the encampment groups and other individuals identified through City partnership and Coordinated Entry. The model will provide outreach to enhance the City's effectiveness with utilization of the Navigation Center and to complement existing system resources. The budget includes staffing as follows:

1) Staffing

- Director of Program Operations: (0.20 FTE) Responsible for the overall program operations at BACS. The Director will create and implement business strategy related to all operations including clinical, administrative, fiscal, and quality improvement functions that promote the highest element of service provision.
- Program Manager: (1.00 FTE) Will provide day to day management of the Navigation Center and be responsible for hiring, staff retention, program operations, budget oversight, quality control, outcomes management, administrative tasks, and any/all other managerial responsibilities.
- Housing Navigators: (4.00 FTE) Responsible for developing and providing high quality housing care management/interventions and services in support of housing navigation case management. Services include strength-based case management, crisis intervention, and housing finding/access/retention.
- Outreach Coordinators: (2.00 FTE) Will focus on targeted outreach and engagement to encampments in focus area.
- Property Manager: (0.5 FTE) Oversee the physical operations of the Navigation center including vendor management, liaison to City/Public Works, management of cost containment, supervision of Peer Site Managers, security management, food management, etc.

- Peer Site Manager: (10 FTE) Provides engaging peer support in a self-help format to adults at the Interim Housing Navigation site and supports working towards housing stability in the program. The Peer Counselor uses their personal experiences as they see fit to coach individuals into the community through attending to their housing goals and plans while they are accessing the Navigation center.
- Quality Improvement Administrator / Flex Fund Administrator: (0.50 FTE) Conduct data entry in to HMIS, act as flexible funding administrator for the program.
- Fringe Benefits: calculated at 30% of total Salaries.

Meals will be brought in once a day by BACS' partnered local catering company (a Meals on Wheels provider). Meals will be made fresh daily and pre-packaged so that participants can access them at any time. A microwave and fridge will be provided to ensure participants can grab their meal when they are on site, since participants will come and go without curfew.

BACS plans a model, mirroring the Berkeley STAIR Center, that has a 4-6 month interim housing stay and exits 75% of individuals to permanent housing.

Please see Attachment A for Organizational Chart with Proposed Program indicated.

6. *What is your average staff turnover rate?*

Human Resources Management is one of BACS' strongest functions. With a staff of 230, and in an industry and labor market that is so competitive (3% unemployment rate locally as of the writing of this proposal), the agency has reduced its turnover to 24%. BACS' senior management has zero turnover in last three years.

Recruitment is a major function at BACS as the agency continues to grow. Recruitment centers around a culturally reflective process and includes working with culturally based organizations, natural recruitment techniques, job fairs, sign-on bonuses to attract talent, retention bonuses, and a battery of benefits such as free private practice space, paid sabbaticals to tour the world and bring back a cultural framework, retirement planning, and free space for staff to throw familial events (baby showers, receptions, etc.). Additionally, BACS has a proven track record of promoting 20% of its direct care staff each year in to supervisory, management, and directorship positions. A mentor-assignment and plan for professional development allows each staff to flex different visions, and try out different opportunities, all while staying at BACS.

7. *A rough estimate of the staffing and operating costs for this 40 to 45-bed program in Fremont.*

See attached Budget, for a full breakdown of the total \$2,306,033 proposed

1) Staffing and Benefits totals: \$1,136,194

2) Flex Funds & Housing Subsidies

Flex Funding: \$630,000 in flex fund supports and other participant needs for approximately 90 individuals per year. Individuals will need different levels of flexible funds – some individuals will not need any flex funds, others will need minimal flex funds for items such as bus passes or a California Driver License. A group of individuals will need housing flex funds, i.e. to fund a rental like a storage rental for six months; or first and last month's rent for a new home if they

do not qualify for other programs, etc. Some clients will need a significant portion of flex funds to obtain and maintain housing.

- 3) Non-Personnel Operating Costs: \$329,700 including IT, Facilities and Operations, meals, furniture, travel, utilities, and insurance
- 4) Administrative Costs
Administrative & Overhead Expenses: 2019 Indirect Cost Rate is 10% based off of simplified method calculated from audited financial statements. Covers Executive Leadership, Finance and Accounting, Human Resources, General Administration costs. Total of administrative costs: \$209,639

BACS will work flexibly with the City of Fremont to determine what is most practical and efficient for the capital startup of the program and site. Capital startup is not included in the operating budget.

8. A description of how your organization would integrate the services provided at the Housing Navigation Center with existing services for homeless individuals.

BACS is deeply embedded across Alameda County and in the Fremont community. Currently, BACS offers Housing Education Classes/Counseling, Homeless Wellness Center, County-wide Landlord Liaison, Homeless Full Service Partnership, and ranges of case management services to the Fremont community. BACS will integrate all available services to the clients of the Fremont Wellness Center and will ensure programs such as Success At Generating Engagement (SAGE) Benefits Advocacy case management program is resourced for any client working towards SSI disability benefits. Additionally, BACS' Supported Employment and Transitional Case Management Program out of the Fremont Wellness Center will support the clients of the Navigation Center.

The Navigation Center will also rely heavily on programs and supports throughout the community including Tri-City Health, Abode housing services, NAMI, FRC, faith-based communities, and more. BACS relies heavily upon integration with other social service providers, healthcare providers, substance use providers like Centerpoint, peer providers like the FERC, and more. BACS will also ensure that all resources now available for justice-involved clients will be targeted and applied so that clients are able to access supports throughout the community.

9. How will other services such as mental health support and SUD counseling be provided and what location will this take place in?

BACS was founded in 1953 to respond to a decrease in social services for vulnerable adults and to provide mental health and social services to meet their needs. Since then, BACS has 66 years of experience providing innovative and effective behavioral health support services that span the continuum of care. BACS provides crisis residential treatment, full service partnerships, intensive case management, benefits advocacy case management, and Wellness Center supports to the entire county. One of BACS' major strengths is the agency's deep roots in the community, and ability to leverage existing services to bridge support for navigation center clients.

In Fremont, BACS has an existing site located at 40963 Grimmer Blvd, the South County Wellness Center (SCWC). The Wellness Center provides dual services: comprehensive community-based behavioral health services on a

drop-in basis, as well as a second wing specifically tailored to homeless wellness and support. SCWC was recently renovated, and is fully ADA-accessible. It is highly connected to local public transport options in Fremont. BACS provides:

- wellness groups and classes, including clinical and life skills groups
- housing services including document readiness
- storage for personal belongings
- 3 meals per day and a full kitchen, with nutrition and healthy eating support
- A safe space to nap / rest and charge devices
- Peer mental health support
- Harm reduction support to reduce substance use
- Psychiatry
- Individualized Placement and Support (IPS) Supported Employment

At intake and during the client's stay at the Navigation Center, BACS housing coordinators and peer counselors will identify whether a client is connected to behavioral health services or needs behavioral health services. If they need substance use services, BACS will coordinate through the Centerpoint Portal to provide access and connection. If they need mental health services, BACS will look at the need and refer to either a BACS program or through ACCESS if they need a different level of care. BACS staff is trained in mental health interventions and at hire, receives training on the BACS system of care and the Alameda County system of care. BACS will also include FRC resource connections.

If there is a mental health crisis on site, BACS staff is trained in crisis response and de-escalation and in rare circumstances, will call for emergency support.

10. A description of the types of housing resources (i.e. rental subsidies) that you would leverage with City resources.

BACS programs rely on innovation to develop affordable housing options based on individualized strengths and needs, rather than traditional subsidies or vouchers tied to exits. BACS programs employ a Housing First model, rapidly housing people while simultaneously building necessary skills and problem-solving so they stay housed. BACS has found that outcomes are directly correlated to quality relationships with landlords. Fundamental to housing success is the management and leverage of housing flexible funds for move-in, rental subsidy, and other supports needed to access and maintain housing. Over the last ten years, BACS has achieved excellent outcomes with limited resources – BACS' housing programs have an 80% success rate in obtaining and maintaining permanent housing.

Housing navigation will be conducted by expert street homeless and housing advocates who understand the strengths and needs of literally homeless individuals and who will be fierce in their intentional, unwavering support with individuals until they are housed. BACS will apply all facets of Wraparound care coordination to helping individuals, including tenant screening, assessment, and presenting housing options to clients including diverse options such as shared housing, room and board, residential treatment when needed, reunifying with friends and family either local or where clients grew up, rental housing, and permanent supportive housing if indicated. Case management will include helping the participant in becoming and maintaining document readiness (ID, birth certificate, benefits and income verification, homeless verification, etc.), access and support completing all housing applications that meet the client's needs and eligibility, support with housing interviews

and presentation, and linkage and brokerage to other services in support of housing such as substance use, employment, community resources for socialization, food and other benefits, and more.

The specific types of housing include shared housing with a lease, housing with family/friends with a lease, an individual unit with a lease.

BACS utilizes its landlord development program to continuously find new landlords willing to rent to the formerly homeless community and has strategies to ensure we back up the client through the aftercare component of the program.

11. Does the proposed program operating model provide an opportunity for volunteer participation?

The proposed program, modeled on BACS' existing Berkeley Navigation Center, has opportunities for volunteer participation in the ramp-up phase. At the Berkeley Navigation Center, BACS engaged substantial volunteer support from the community around beautification, sustainable gardening, and creating a welcoming atmosphere. Individual and corporate volunteers painted walls in bright colors to be more welcoming, added walls of plants for privacy and for site beautification, and created a sustainable foods garden. Due to the sensitive and specialized nature of the work that goes into finding permanent housing for individuals exiting homelessness, there are not significant 'hands on' volunteer opportunities in ongoing program operations. Still, BACS remains connected with the volunteer network, and brings volunteers in for special projects and activities.

12. A description of the site safety plan that would be implemented for the Housing Navigation Center (i.e. substance use policy, type of training provided to deal with de-escalation, etc.)

BACS has operated for 66 years, providing intensive community-based behavioral health and housing services, and has valued relationships with neighbors, neighborhoods, or communities. These relationships are possible because of comprehensive policies, training, and practices around crisis de-escalation, safety, substance use, and more at all of our sites.

BACS is committed to ensuring the safety of all clients, staff and visitors by providing a safe, accessible, effective, and welcoming environment. The Human Resources Director is the appointed personnel responsible for implementing the health and safety plans and procedures and holds the title Safety Chair for the organization. Through new employee orientation & continuing education annually, worker and partner safety issues are addressed. These include but are not limited to: general safety processes, specific job-related hazards, unsafe environmental factors, emergency procedures, evacuation procedures, security issues, identification/reporting of incidents, medication, physical risks, and managing hazardous materials and waste. All staff also receive crisis de-escalation training, motivational interviewing training, assertive engagement training, harm reduction training, and strength-based case management training.

BACS is a harm reduction agency, and employs harm reduction strategies and ideas to reduce negative consequences associated with drug use. All BACS programs are intended to be drug free environments on premises, meaning participants cannot actively use illicit drugs and/or alcohol at any of our program sites. BACS seeks to minimize the harmful effects of substance use, rather than refusing to treat individuals who use drug use. Active, intermittent, recurrent, or prior substance use is not a barrier to accessing treatment. All participants with co-occurring mental health and substance use issues, and their families, are welcomed in to services. Participants who use substances while in any program will be counseled on an individual basis and a

review of their housing plan goals will be encouraged to continue to work towards wellness and recovery principles. Participants who continue to struggle with active substance use while in any BACS program and represent a risk to themselves or to the agency or program will be encouraged to seek a higher and more specific level of care, only if needed, to insure safety to themselves and to others in the program. This may include detox, inpatient, residential treatment, or day programming.

Staff and partner are oriented to safety precautions and procedures. BACS has one or more staff trained on CPR/First Aid procedures at each location where partners congregate. All locations have up to date first aid equipment and supplies as well as emergency information readily available for staff and participants. Partner safety is upheld at all times and job responsibilities for employees assure the safety of participants. A specific portion of staff performance evaluation is dedicated to keeping themselves safe as well as partners.

BACS' Directors, Managers, Supervisors, and staff members know that good community relationships are crucial to program success. BACS services are primarily provided in the community, but site control is important for service provision as well. While BACS sites are welcoming and accessible, staff and leadership know that participants should be supervised and supported while on site or in the immediate area. BACS maintains an orderly and supportive environment, and also works with participants to address specific behaviors.

The Housing Navigation Center is meant to be low barrier and will have clients who come in using substances, have challenging behaviors, etc. Staff will work with them to ensure they are not overly disruptive to the community and will utilize the different parts of the property (community room, etc.) if someone needs to take a break from another space, i.e., the sleeping bungalow.

13. A description of the type of training that the staff and volunteers would receive.

Bay Area Community Services (BACS) begins intensive staff training on Day 1 for each team member. BACS' New Hire Orientation is a week-long, immersive process, steeped and indoctrinated in BACS' philosophy of 'whatever it takes', wraparound, Housing First, Harm Reduction, strength-based, consumer-prioritized, 'unconditional regard, flexible funding as an intervention, and the staff being a family, changing the world. This orientation reviews a range of topics including: Differential Diagnosis, developmental assessment and issues specific to chronically homeless Populations, Non-Violent Crisis De-Escalation, DSM-V in TAY, Adults and Older Adults, Whole Person Care, Restorative Justice Practices, Harm Reduction, Supported Employment and Education practices, Housing First, and more. The philosophy is woven between pragmatic, technical, compliance, and intervention-based trainings so that all staff 'graduate' and are able to 'get to work'.

From there, manager support and an ongoing training plan, individualized by position and staff, allow staff to do the work they signed up to do – successfully. There will be a strong emphasis on training staff on how to not only engage with their clients, but landlords in the area. The creativity BACS has shown working with landlords is something that gets passed on to any new team member. In addition, all staff will be training on Privacy and Security and HMIS to ensure that proper and timely data collection is happening.

Each staff has supervision weekly with their manager, to ensure that any training needs get addressed promptly, and that staff members are supporting their clients in the proper manner. Most importantly, BACS identifies new staff members by ensuring they have ample history working with the target population, and are ready to roll up their sleeves in order to assist very vulnerable individuals.

14. The City is interested in tracking comprehensive data on the project, including data on clients once they have exited the program (i.e. how many clients got placed in permanent housing, what city is the permanent housing located in, etc.). Please provide a description of the type of data collection and reporting that would be done, including the type of follow up interactions and case management that would take place with clients once they have exited the program and moved into permanent housing.

BACS tracks data at individual, program, provider, service delivery model, & agency levels to ensure that all services are effective, accessible, & culturally responsive, and that partners are satisfied. BACS will replicate the intensive data collection and reporting that is part of the agency's current structure, and is embedded in the Navigation Center.

BACS utilizes Results Based Accountability (RBA) as a population-level outcomes management tool, which asks three simple questions to achieve population change, derived from an epidemiological and public health model: 1) How much did you? 2) How well did you do it? And 3) Is anyone better off? This is what guides the dashboards BACS utilizes as the program and agency level, grouping outcomes objectives by program design and purpose. Overall, BACS measures effectiveness, accessibility, efficiency, participant satisfaction, and cultural responsiveness for its services.

BACS as an agency processes a high volume of data each month, and the DOA and its department is responsible for compliance reporting, check-balance, and reporting to programs, leadership, committees, and externally. Reporting occurs through timely access to data, and reports are drafted based on an internal reporting structure (weekly, monthly, quarterly, biannually, annually). Reports are set up initially when a program starts, and authored by a designated role, reviewed and approved by another designated role, and approved by management or committee structure. This allows for quick and seamless access to reporting, management or committee level discussions, and the ability to make decisions on PDSA cycles or changes needed to programs or infrastructural needs.

BACS collects an array of information at intake, which is compared to data at discharge, and then at a follow-up within 12 months. This includes type of housing situation, income, location, and more.

BACS utilizes HMIS for the majority of data collection and augments it with its own data for additional information as needed.

15. The City will organize at least 2 public community meetings in preparation for the approval of the Housing Navigation Center. The City will organize the meetings in partnership with the owners of the site as appropriate, and the selected site operator. Please describe your experience organizing and participating in community meetings such as this, and include how your organization plans to be involved in these meetings.

BACS believes that community participation and 'buy in' is crucial to the success of the project, and fully supports a public community meeting process. Most of BACS' work is embedded in the community, and the BACS team has a deep history of successfully engaging community members to support behavioral health recovery, allow housing & homeless services integration, and promote understanding of systemic issues that cause housing insecurity/mental health / substance use issues to reduce stigma.

BACS is poised to fully represent this project and attend any/all public meetings. BACS regularly participates in community meetings, and has an Executive Leadership team that is steeped in our community-based philosophies. Jamie Almanza, MBA, Executive Director, has been with BACS for nine years and has over 20 years of health, behavioral health, social service, and business expertise working with vulnerable populations including older adults, homeless adults, youth, and families. Ms. Almanza will be highly available to attend public meetings and answer any questions that surround the site or program.

Benjamin Blake, MFT, Chief Clinical Strategy Officer, has more than 30 years’ experience successfully implementing programs in communities across California, with a particular specialty in non-traditional engagement strategies. Mr. Blake is an expert in community engagement. Michael Ward, Esq, Senior Director of Administration & Quality Improvement, is an expert in site implementation and neighborhood processes. Mr. Ward has overseen the implementation of BACS’ Amber House Crisis Residential / Crisis Stabilization Unit, a facility supporting individuals with severe mental health crises, and successfully navigated a community process to ensure that facility neighbors feel safe, supported, and engaged. Finally, Daniel Cooperman, Director of Housing & Homelessness Programs, is deeply attached to local homelessness needs and specific populations, and is an expert in translating complex programming to communicate it to community partners.

BACS was deeply involved in all public processes leading up to and following the implementation of the Berkeley Navigation Center. When the City of Hayward began exploring the creation of a similar model, the City Council invited BACS to present the existing program to the Council and community members to explain the intent and impact of services. On April 25, BACS Executive Director joined and presented at the City of Hayward community meeting about the new center.

16. A schedule outlining how quickly your organization would be able to fully staff this program and begin operating the program, including participation in the community meetings, if awarded the contract.

BACS understands the City of Fremont’s desire to open the proposed program quickly. Upon contract award, BACS would immediately start hiring and can fast track hiring and operations to have the project started within 2-3 months or sooner based on capital improvement decisions, etc. We can start with a core group of staff and use existing leadership to open its doors while we hire the remainder of staff so that intakes can start at the appropriate schedule based on City and community needs. BACS has started up its last four homeless programs immediately and has accommodated funder timelines and needs each time. A general schedule may be:

Milestone	Timeframe
Contract Award	
Site Selected/Prepared	
Staff Hired	1-3 months
Facility Operations Prepared	1 months
Clients Move In	3-4 months from site prepared

BACS Org Chart FY 18-19
 *Indicates Matrix Supervision

Key:
 Personal Services Coordinator: PSC
 Peer Counselor: PC
 Quality Improvement: QI
 Quality Assurance: QA
 Human Resources: HR



**Attachment A:
 Organizational Chart**

Board of Directors

Executive Director
Jamie Almanza

- Development/ Communications Manager
- Operations Manager
- Admin Assts



Director, Programs
Jovan Yglecias

CFO
Barbara MacAuliffe

Chief Clinical Strategy Officer
Benjamin Blake

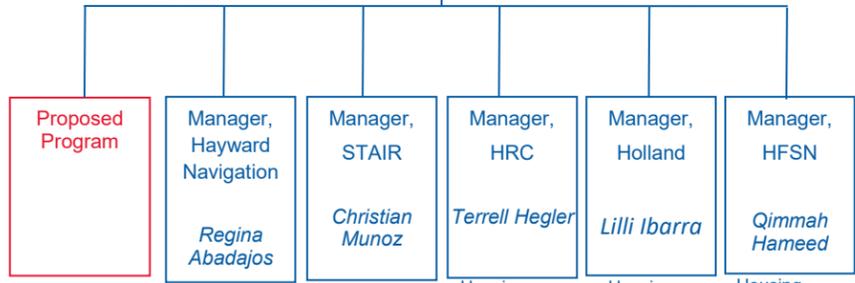
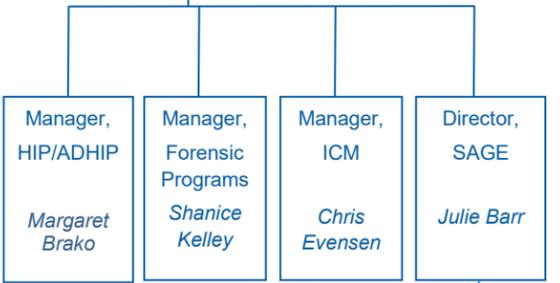
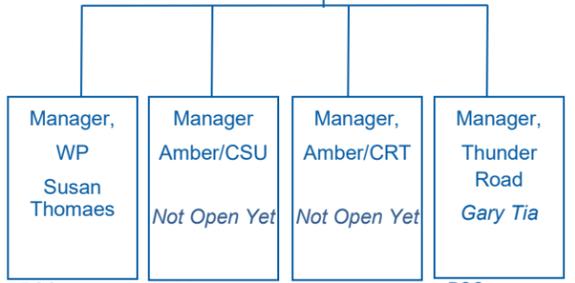
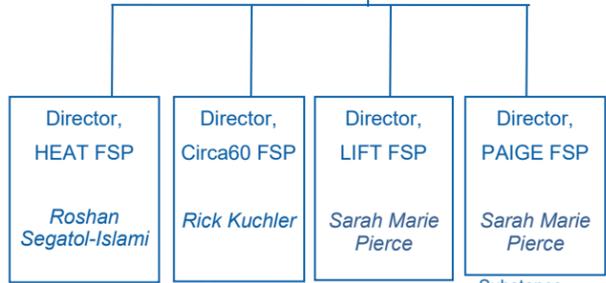
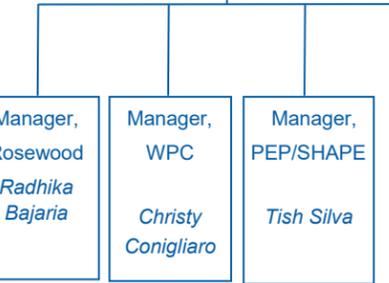
Sr. Director of HR
 Compliance Officer & Safety Chair
Betsy Schwarzwaldner

Director, Programs
Daniel Cooperman

Associate Director, Programs
New Position, to be filled

Associate Director, Programs
 Justin Phillips

Associate Director, Programs
 Amy Rasheed



- PSCs
- PC
- Nurse Coord
- Prescriber

- PSCs/Leads
- PC
- Nursing Coord
- Gerontologist
- Substance Couns
- Family Partner
- Prescriber

- PSCs
- Res Couns
- Nurse Coord
- Prescriber

- PSCS
- PCs
- PSCs
- PCs
- Prescriber
- PSCs
- Peer Coord
- Emp Coord
- Prescriber

- Housing Coords
- PC
- Outreach
- Housing Coords
- PCs
- Outreach
- Housing Coords
- PCs
- Housing Coords
- Emp Coord
- PCs
- Housing Coords
- Emp Coord
- PCs

Supervisor, Fairfield Respite/SIL
Tamahtra McClure

Supervisor, Towne House
Chelsy Crocoran

Supervisor, Hedco
 Khalil Tokhey

Manager, SC
Nurges Gheyzazada

Supervisor, Valley
Kelly Miller

Supervisor, RTT
Veronica Garcia

Supervisor, SAGE
 Not Open Yet

Supervisor, SAGE
Layla Uribe

Supervisor, SAGE/OPC
Shari Lachin

- Housing Coord
- PC

- Emp Coord
- PC

- Emp Coord
- PC

- Emp Coord
- Housing Coords

- Emp Coord
- PC

- PSCs
- PCs

- PSCs
- PCs

- PSCs
- PCs

- PSCs
- PCs