

EXHIBIT A

City of Albany
Project Hope
PROPOSED SCOPE OF SERVICE July 1, 2022 through June 30, 2024

The Berkeley Food and Housing Project (BFHP), (hereafter “Consultant”) is proposing to continue services for Project Hope from July 2022 through June 2024. The contract will consist of street outreach and housing support services, that include locating and placing clients into housing and housing retention. The contract will also consist of maintaining two master leases, additional Rapid Rehousing rental subsidies, flex funding for program and outreach expenses, assistance with move-in costs, and 10% staffing support from a clinical case manager.

City of Albany Project Hope: A 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 nine years, we have developed a service intensive model which utilizes best practices. 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 retained housing 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.

Importance of Ongoing Housing Stabilization and Retention

Having been homeless in the past is a significant risk factor for future homelessness. We continue to mitigate the risks of a return to homelessness for these clients and have high outcomes.

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.

Project Hope and community partners are working intensively to lessen the risks of possible evictions and a return to homelessness.

Staffing

The project will be staffed by one full time Supervisory Case Manager, one full time Housing Navigator, Staffing will include 10% of a clinical manager's salary to assist the Albany Project Hope team with disability verification and other necessary support for permanent housing. The Supervisory Case Manager will provide program oversight, and act as the contract liaison with the City of Albany and work with a case load of clients in partnership with the Housing Navigator. The Housing Navigator will work a flexible schedule, to best connect with the homeless population.

The Supervisory Case Manager and 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 Albany CARES program. The Supervisory Case Manager or Housing Navigator will 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, Solano and San Pablo Avenues, the Ohlone Greenway and any other areas that people who are homeless congregate in. The Supervisory Case Manager will also attend bi-weekly regional case conferences (BNL meetings) as a City of Albany representative. The Supervisory Case Manger will participate in a monthly rapid re-housing projection meeting at BFHP to ensure that financial assistance to clients is being effective distributed.

Both the Supervisory Case Manager and the Housing Navigator will attend monthly Albany case conferences with Albany CARES staff.

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 between outreach, housing navigation and housing stabilization/retention.

Outreach

The Supervisory Case Manager and 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 Supervisory Case Manager or 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 Supervisory Case Manager or 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 Supervisory Case Manager and 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 Supervisory Case Manager and Housing Navigator develop 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 Supervisory Case Manager or 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.

Housing Search

The Supervisory Case Manager and Housing Navigator are the primary staff that will have contact with landlords. Both the Supervisory Case Manager and Housing Navigator roles are to locate units in Albany and other areas, build relationships with landlords, and work with the client on the move in process.

The Supervisory Case Manager and 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 Supervisory Case Manager and 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 if any questions or concerns arise
- The Housing Navigator checks in with the landlord while concerns are being addressed
- Mediating disputes 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.

Client Satisfaction Survey

BFHP will conduct a client satisfaction survey in April and provide a summary of responses in the 4th quarter report to the city.

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 regarding temporary financial assistance (rapid re-housing projections).

MEETINGS AND COORDINATION

- City of Albany convened meetings to coordinate services. These may include the Albany Police Department, the Albany CARES Program and others as needed. This will provide an increased level of service coordination and collaboration:
Housing Navigator & Supervisor.
- Participate in City of Albany and County CES meetings.
- Monthly case conferences with Albany CARES staff:
Supervisory Case Manager or Housing Navigator.
- North County HRC By Name List, case conference meetings:
Supervisory Case Manager or Housing Navigator.
- North County HRC Policy & Procedures meeting, with attendance by agency representatives including program director level staff and supervisors.
- North County HRC quarterly meeting: Director of Programs and Senior Program Manager(s) with program implementation authority.
- Other key meetings, as necessary.

- Coordinate outreach and housing navigation services with other non-profit outreach and housing providers serving the City of Albany.
- Coordinate with the Family Front Door program and other agencies that serve families experiencing homelessness to provide housing assistance.

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 Supervisory Case Manager and 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.

Master leased homes and Emergency motel placements

BFHP has utilized hotel stays to ensure the safety and health of people experiencing homelessness on the streets. BFHP will provide

emergency hotel stays for up to four clients for seven nights as needed and beneficial to their housing stability plan.

BFHP plans to continue utilizing the master leased house as a space of transition for individuals awaiting permanent housing placement. Master leasing a house has proven to be a cost effective and reliable temporary housing option for clients to stabilize while working towards a permanent housing solution. Therefore, a second master lease how was obtained utilizing ARPA funding previously approved by Albany City Council in November 2022. Housing stability plans will be developed for all individuals upon entry into one of the master leased homes with the intent to support clients in obtaining permanent supportive housing.

EXHIBIT B

Budget

City of Albany- Project Hope July 1, 2022 - June 30, 2024

*Note: ARPA funding projected through December 31, 2023

Item	Contract renewal	ARPA	Cumulative Total
1. Staffing	290,490	53,373	343,863
2. Operating	85,958	45,786	131,744
3. Master Leasing	123,824	131,141	254,965
4. TFA:Rapid Re-housing	240,000	180,000	420,000
5. TFA:Emergency Motel		6,300	6,300
6. Program Supplies/ Flexible Housing Subsidies	12,000	83,400	95,400
Grand Total	752,272	500,000	1,252,272

Budget Explanation

<i>1. Staffing Detail</i>	<i>Contract renewal</i>	<i>ARPA</i>
Program Leadership: 0.04 FTE provides overall leadership and direction with regards to program service design, budget development, and contractual compliance.	23,856	
Senior Program Manager: 0.13 FTE oversees the program, ensuring service objectives are met,	9,266	

monitoring and managing the budget, and certifying compliance.		
Supervisory Case Manager: 1.0 FTE provides program coordination, supervision of case management, oversight of master lease; prepares program reports and coordinates program data collection.	136,032	
Housing Navigator: 1.0 FTE conducts outreach, liaises with landlords, performs assessments, develops housing stabilization plan to reduce barriers to housing, and provides housing retention support as needed.	59,342	44,507
Clinical Case Manager: 0.1 FTE to assist the Albany Project Hope team with disability verification and other necessary support for permanent housing		5,178
Facilities Staff: 0.1 FTE Maintenance technician and 0.05 FTE Custodian to support two master leased homes	16,798	
Benefits: Payroll taxes, health and life benefits, and Workers' Compensation coverage for staff@ 30% of wages.	45,196	8,866
Total Staffing Detail	245,294	44,507
2. Operating Detail		
Non-Salary Personnel Costs: Hiring costs including job posting and background checks; staff training classes and materials.	5,720	2,340
Transportation: Mileage reimbursement for program staff to visit participants; Vehicle operating costs (gas, insurance, maintenance) for accessing outreach sites and transporting clients.	12,000	600
Administrative Costs: record costs, prepare	68,238	42,846

invoices, and monitor financial compliance of contract, including tracking and distribution of funds for financial assistance; and overall general organizational management.		
<i>Total Operational Detail</i>	97,958	129,186
<i>3. Master Leasing Detail</i>		
House #1: Rent, utilities, internet access, insurance, repairs and maintenance, household supplies and furnishings.	123,824	
House #2: Rent, utilities, internet access, insurance, repairs and maintenance, household supplies and furnishings.		131,141
<i>Total Master Leasing Detail</i>	123,824	103,560
<i>4. TFA Detail</i>		
Rental subsidies	240,000	180,000
Motel Stays		6,300
<i>Total TFA Detail</i>	222,000	186,300
<i>5. Flexible Housing Subsidy/Program Expenses</i>		
Outreach safety supplies, transit passes for clients; gift cards for clients for purchases of food, clothing, and household supplies; tenant background screening; fees for obtaining ID cards, birth certificates, etc.	12,000	83,400
<i>Total Flexible Housing Subsidy/Program Expenses Detail</i>	12,000	83,400

1. Homeless Housing Navigation Services and Program Management

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. It will also fund a 1.0 FTE Supervisory Case Manager to provide program coordination and supervision of case management, prepare program reports and coordinate program data collection, and supplement case management. 0.1 FTE of a clinical Case Manager to assist the Albany Project Hope team with disability verification and other necessary support for permanent housing. Program leadership and management will be provided to support programmatic direction, ensure compliance with all contractual obligations, and manage the program budget.

2. Operations

City of Albany will fund operating costs that support program services and administration.

3. Master Leasing

City of Albany will fund the costs of leasing, furnishing, and servicing two properties to temporarily house clients while permanent housing is sought.

4. Rapid Re-Housing/Emergency motel stays

City of Albany will fund Rapid Re-Housing slots for individuals following the adopted County of Alameda Rapid re-housing guidelines. Funding will also be used to cover cost of hotel rooms in emergency situations.

5. Flexible Housing Subsidy

City of Albany will fund housing subsidies for move-in costs, emergency food assistance, clothing, transportation, and other items that remove barriers to being housed.

EXHIBIT D

BFHP Albany PROJECT PERFORMANCE MEASURES FY 22-24

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)	80			
Performed initial intake/enrollment	50			
Number of housing case plans performed	40			
New Clients Housed (RRH)	18			
Master Leasing – New clients housed	14			
Clients maintaining housing for 6 months	12			
*Clients maintaining housing for a year	10			
Clients matched with PSH- Home Stretch	20			
Clients receiving flexible housing subsidy for move in costs	10			
Clients served with Flexible Funding	14			

*This measure duplicates clients in the measure above. It includes only non-exited clients.

EXHIBIT F

Albany Project HOPE Homeless Outreach and Engagement Program

Berkeley Food & Housing Project Narrative

Due on the 15th of each month following the quarter

Activities

- 1. Outreach**
 - a. Include number of days at Albany CARES drop in hours**
- 2. Housing Navigation**
 - a. CES Assessments**
 - b. Housing stability plans**
 - c. Housing Search**
 - d. Housing Stabilization & Retention**
 - e. Home Visits**
 - f. Flexible housing subsidy move-in cost description**
- 3. Support to Maintain Landlords**
- 4. Referrals and linkages to Other Service Providers**
- 5. Coordination with other providers**
- 6. Homeward Bound Program**
- 7. Details from Service Tracking spreadsheet**

Successes this Quarter

Challenges this Quarter

Summary of Client Survey Responses (4th quarter only)