

**CITY OF OAKLAND**  
**AGENDA REPORT**

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2008 FEB 28 PM 8:52

TO: Office of the City Administrator  
ATTN: Deborah Ederly  
FROM: Department of Human Services  
DATE: March 11, 2008

RE: **A Resolution Authorizing The City Administrator To Amend The Scope Of Services With Operation Dignity, Inc. To Provide Additional Homeless Outreach Services To The City Of Oakland, And To Increase The Agreement In The Amount Of Two Hundred Fifty-Six Thousand Seven Hundred Sixty-Two Dollars (\$256,762), For A Total Agreement Amount Not To Exceed Six Hundred Fifteen Thousand Three Hundred Eighty Two Dollars (\$615,382), For The Period Of July 1, 2007 Through June 30, 2009**

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**SUMMARY**

Resolution 79230 C.M.S., dated May 17, 2005 authorized the City Administrator to renew a grant agreement with Operation Dignity, Inc. in the amount of \$358,620 for the Homeless Mobile Outreach Program (HMOP) for the period of July 1, 2007 through June 30, 2009 contingent upon satisfactory performance. A satisfactory performance report and staff recommendation to exercise the option to renew the contract were received and filed by the Life Enrichment Committee on June 12, 2007. The HMOP grant has subsequently been renewed and Operation Dignity is currently providing services to homeless persons in encampments under the terms of the prior agreement.

During the budget process of June 2007, the City Council approved an appropriation of \$256,752 for FY 2007/2009 to increase the scope of services of HMOP by expanding service days from three days per week to five days per week, and enhancing the blight abatement and field coordination activities of the program. A resolution has been prepared authorizing the City Administrator to amend the contract of Operation Dignity to add the additional scope of services authorized in the 2007/2007 approved policy budget. The amendment would increase the grant amount from the current \$358,620 to \$615,382 for the period of July 1, 2007 through June 30, 2009.

**FISCAL IMPACTS**

The Homeless Mobile Outreach Program is partially funded from the General Purpose fund for fiscal years 2007/2009 in the amount of \$179,310 per year with a two-year total of \$358,620. For Fiscal Year 2007-08, the source of funding is the General Fund (1010), Department of Human Services Organization (78111), Homeless Mobile Outreach Project FY 07/08 (G309910). For Fiscal Year 2008-09 the source of funding is the General Fund (1010), Department of Human Services Organization (78111), Homeless Mobile Outreach Project (G306910). Funds

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for the amendment in the amount of \$128,376 per year with a two-year total of \$256,752 are available from the General Purpose Fund (1010), Department of Human Services Organization (78111), Grants Account (54928), California Hotel Holding Account Project (G149910) as approved by Oakland City Council Resolution No. 80674 C.M.S., passed on June 21, 2007.

## PROGRAM DESCRIPTION

The Homeless Mobile Outreach Program (HMOP) provides field outreach and harm reduction services to homeless persons living in encampments. The program, operated by the non-profit veteran's organization Operation Dignity, uses a converted ambulance to provide field outreach to homeless encampments three evenings per week. The outreach team engages homeless persons in the field, and provides client intake and field case management, crisis intervention, and referrals to shelter and medical care. The team distributes food, clothing, and survival items, such as blankets, ponchos and sleeping bags.

The HMOP team works closely with Public Works, Oakland Police and outside agencies, such as CALTRANS, to coordinate cleanup and blight abatement activities at homeless encampments. The HMOP conducts regular assessments of the physical condition and public health hazards at each encampment. Whenever conditions at a particular encampment warrant action, the HMOP joins with Public Works to facilitate cleanup activities and assists with service coordination for homeless persons displaced by those activities.

HMOP's field services are complemented by case management services provided at Operation Dignity's drop in center in downtown Oakland. The center provides in-depth case management services to Mobile Outreach clients. The same caseworker who works in the field with the Homeless Mobile Outreach Team is also on duty at the downtown office during a morning split shift. This allows the case worker to get to know clients in the field, and help them to develop the trust and willingness to access daytime services. Case managers direct clients to mainstream services in public health and mental health care, into jobs and training programs, into drug and alcohol outpatient and residential treatment programs, and other available social services.

Expansion and enhancement of outreach services are critical components of the Oakland PATH Strategy, Oakland's companion strategy to the countywide EveryOne Home 10 year plan to end homelessness. The PATH Strategy recommends an expansion of service nights for HMOP from three evenings per week to five evenings per week. This expansion has several immediate effects:

- Faster response time to citizen complaints regarding homeless encampments
- More service time on the streets to engage chronic homeless persons
- Greater service capacity to provide housing placements and service referrals

Expansion of service time provides the capacity to partner with the new pilot program to provide employment to homeless persons to aid in blight abatement activities at homeless encampment locations. The new program will be operated by Goodwill Industries, and is funded by the Redevelopment Agency and the Department of Human Services. Operation Dignity will enter into a Memorandum of Understanding with Goodwill to coordinate field outreach for the pilot program.

## KEY ISSUES AND IMPACTS

The expansion of service nights from three nights per week to five nights per week provides a number of opportunities to improve services to several stakeholder groups. HMOP has an increased capacity to provide both blight abatement and encampment mitigation activities, and provides better response time to citizen complaints and interdepartmental coordination.

During Fall 2007, the Department of Human Services hosted a number of meetings with staff of other City departments involved in various aspects of blight abatement, law enforcement and encampments mitigation. These included the Oakland Police Department, the Public Works Agency, CEDA Redevelopment, Environmental Services and Code Compliance, and several City Council representatives. During these meetings, protocols and response strategies for homeless encampments mitigation were reviewed, best practices identified, and new goals and objectives established. The increased capacity of HMOP results in better coordination of blight abatement and interdepartmental mitigation activities citywide.

During the same period, DHS undertook a comprehensive review of performance measures for homeless services in an attempt to bring the service delivery system into alignment with the countywide EveryOne Home Plan to End Homelessness, and the accompanying Oakland PATH Strategy. This realignment of performance measures will ensure that all homeless services contracts contain performance measures aimed at housing placement outcomes for clients. The contract amendment for Operation Dignity will contain performance measures aimed at increasing the number and quality of housing placement outcomes for clients of the Homeless Mobile Outreach Program. The proposed new performance measures are included as Attachment A to this report.

## SUSTAINABLE OPPORTUNITIES

**Economic:** Programs and services for homeless and low-income persons provide a stable environment that permits them to more readily access employment opportunities. The Homeless Mobile Outreach Program will enable the City to meet HUD requirements to maintain a sustainable funding base for homeless programs and services.

**Environmental:** The Homeless Mobile Outreach Program is intended to facilitate cleanup of homeless encampments and the accompanying environmental degradation caused by the proliferation of litter, debris, human waste and other negative environmental impacts.

**Social Equity:** The expenditure of City funds upon the most needy in the community provides for the most basic of human needs and assists the homeless to become reintegrated into society.

## DISABILITY AND SENIOR ACCESS

The programs and services recommended for funding in this report are accessible to disabled persons and seniors.

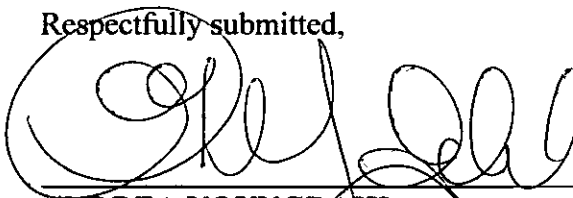
## RECOMMENDATIONS AND RATIONALE

Staff recommends that the Council adopt a resolution authorizing the City Administrator to amend the scope of services with Operation Dignity, inc., to provide additional homeless outreach services to the City of Oakland, and to increase the agreement in the amount of Two Hundred Fifty-Six Thousand Seven Hundred Sixty-Two Dollars (\$256,762), for a total agreement amount not to exceed Six Hundred Fifteen Thousand Three Hundred Eighty Two Dollars (\$615,382), for the period of July 1, 2007 Through June 30, 2009.

## ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends adoption of the attached resolution authorizing an increase in funding in the amount of \$256,762 for FY 2007/2009 and expansion of the scope of services for the Homeless Mobile Outreach Program to Operation Dignity, Inc.

Respectfully submitted,

  
A large, stylized handwritten signature in black ink, appearing to read 'Andrea Youngdahl', is written over a horizontal line.

**ANDREA YOUNGDAHL**

Director, Department of Human Services

Reviewed by:

Susan R. Shelton, Manager  
Community Housing Services

Prepared by:

Mike Church, Program Analyst II

## Attachment A: Proposed Performance Measures

APPROVED AND FORWARDED TO THE  
LIFE ENRICHMENT COMMITTEE:

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A handwritten signature in black ink, appearing to read 'Cheryl R. Hoag', is written over a horizontal line.  
OFFICE OF THE CITY ADMINISTRATOR

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ATTACHMENT A

Proposed Performance Measures – Street Based Outreach Programs

| Service Description and End Goal  | Measurement Tools  | Specific Objectives  |
|---|--|--|
| Street-based services providing needed resources and housing or shelter referrals | Pass program certification   | Meet all program certification threshold requirements. (Specific Service objectives.)  |
| Housing Stabilized  | 1) Services are clearly linked to housing outcomes<br>2) Successful outcome (housing / shelter)<br>3) Successful housing outcome | 1) At least 60% of exits obtain successful outcomes (shelter and housing)<br>2) At least 75% of successful outcomes obtain housing (currently 25% of total)                |
| Do not return to street   | Recidivism   | Less than 10% of persons reenter the emergency shelter system or street-based services after permanent or transitional housing outcome.                                    |
| Access to resources/services to maintain housing                                  | Access to direct client assistance   | At least 50% will receive an in-depth needs assessment and ongoing case management services  |
| Effective leveraging of other resources   | Oakland percent of total budget  | Oakland funds will only be a portion of total program budget   |
| Efficient number of households served based on funding provided                   | Households served  | Set based on prior year attainment and funds requested. Example:<br>1) Serve # unduplicated clients per month<br>2) At a cost of ___ per client served (Based on previous) |

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Approved as to Form and Legality

D. Bialowy  
City Attorney

## OAKLAND CITY COUNCIL

RESOLUTION No. \_\_\_\_\_ C.M.S.

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**A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO AMEND THE SCOPE OF SERVICES WITH OPERATION DIGNITY, INC. TO PROVIDE ADDITIONAL HOMELESS OUTREACH SERVICES TO THE CITY OF OAKLAND, AND TO INCREASE THE AGREEMENT IN THE AMOUNT OF TWO HUNDRED FIFTY-SIX THOUSAND SEVEN HUNDRED SIXTY-TWO DOLLARS (\$256,762), FOR A TOTAL AGREEMENT AMOUNT NOT TO EXCEED SIX HUNDRED FIFTEEN THOUSAND THREE HUNDRED EIGHTY TWO DOLLARS (\$615,382), FOR THE PERIOD OF JULY 1, 2007 THROUGH JUNE 30, 2009**

**WHEREAS**, the Proposed Policy Budget for Fiscal Years 2007/2009 authorizes an appropriation of \$358,620 to fund the Homeless Mobile Outreach Program for Fiscal Year 2007-08; the source of funding is the General Fund (1010), Department of Human Services Organization (78111), and Homeless Mobile Outreach Project FY 07/08 (G309910) and for Fiscal Year 2008-09 the source of funding is the General Fund (1010), Department of Human Services Organization (78111), and Homeless Mobile Outreach Project (G306910); and

**WHEREAS**, the City Administrator has entered into an Agreement with Operation Dignity, Inc. in the amount of \$358,620 for the period of July 1, 2007 through June 30, 2009 for provision of services for the Homeless Mobile Outreach Program as authorized by Resolution 79230 C.M.S., dated May 17, 2005; and

**WHEREAS**, the City finds that there is a need to expand the scope of services of the Homeless Mobile Outreach Program to provide additional services to aid in the abatement of homeless encampments in the City of Oakland; and

**WHEREAS**, additional funds in the amount of \$256,752 are available from the General Purpose Fund (1010), Department of Human Services Organization (78111), Grants Account (54928), and California Hotel Holding Account (G149910) as appropriated by Oakland City Council Resolution No. 80674 C.M.S., passed on June 21, 2007; and

**WHEREAS**, the City Council finds that contracts for these services are of a professional nature; and the City Council finds that these contracts shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now therefore, be it

**RESOLVED**, that the City Manager is hereby authorized to amend the scope of services with Operation Dignity, Inc., to provide additional homeless outreach services to the City of Oakland, and to increase the Agreement by the amount of Two Hundred Fifty-Six Thousand Seven Hundred Sixty-Two Dollars (\$256,762), for a total Agreement amount not to exceed Six Hundred Fifteen Thousand Three Hundred Eighty Two Dollars (\$615,382), for the period of July 1, 2007 through June 30, 2009; and be it

**FURTHER RESOLVED**, that the City Administrator is authorized to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests, reprogramming of funds, and related actions which may be necessary in accordance with the Agreement's basic purpose; and be it

**FURTHER RESOLVED**, that said Agreement(s) shall be approved as to form and legality by the Office of the City Attorney and placed on file with the office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 20\_\_\_\_\_

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, and  
PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
of the City of Oakland, California