

## BACS: Qualifications & Experience

### From 2018.04 Solano County Whole Person Care

Bay Area Community Services (BACS), incorporated in 1953, has 65 years of experience providing comprehensive, effective care coordination for the most complex populations. BACS provides direct behavioral health services that span the continuum of care, including crisis residential, medical respite, assertive outreach/engagement, complex care coordination services, and step-down services. BACS is a Housing First agency that focuses on solving for immediate basic needs such as housing first, and simultaneously providing wraparound supports to the 'whole person'. BACS' expertise is in coordinated, individualized care that utilizes a team-based model following the principles of Wraparound Care, embedded in an Assertive Community Treatment evidence-based model, utilizing the Eight Dimensions of Wellness (SAMHSA) to guide care and outcomes for every participant served.

BACS is one of the primary service delivering agencies as part of Alameda County Health Care Services WPC Pilot (Care Connect). As a lead partner, BACS receives significant WPC funding (approx. \$5 million per year) for three programs through the WPC Pilot, including BACS' Landlord Liaison Program, the Housing Education & Counseling (HEC) program, and as lead provider for Oakland's Housing Resource Center. The Landlord Liaison program is designed to help current and formerly homeless individuals with disabilities find and maintain housing. The majority of the tenants in the program are suffering from serious mental illness and co-occurring substance use disorders, and BACS' program staff acts a liaison between the tenant and the landlord while collaborating with their service provider to assist partners in all of their housing needs. A significant partnership and collaboration, by design, is with the landlords – they are just as much a 'client', including supporting landlords navigate difficult landlord-tenant issues; supporting landlords financially with incentive payments and costs associated with lease-up, rental subsidies, etc. BACS has over 200 individuals enrolled. The HEC classes provide an ongoing eight-week session of education for homeless individuals and providers covering various housing-related issues that are common for homeless and housing instability as well as offering one on one "housing counseling" to anyone who is interested. Lastly, BACS is the main contractor of the City of Oakland to operate the largest Housing Resource Center (HRC) in Alameda County, relying on BACS' expertise in homelessness/housing prevention. The funding from WPC has given Alameda County the ability to implement these HRCs as part of the coordinated entry system to address homelessness, braiding together intricate funding from multiple streams.

This close partnership between BACS and Alameda County's WPC initiatives gives BACS tremendous expertise that it can bring to Solano County's WPC pilot. BACS' Executive Director, Jamie Almanza, is Vice-Chair of the Systems Coordination Committee under WPC/Coordinated Entry, and is a roaming member of the WPC Steering Committee. BACS' Operations Director, Ben Blake, is a Committee Member of the ILC. Both are at the helm of design/implementation of WPC in Alameda County, and are able to leverage this expertise and on-the-ground implementation of WPC so that it can step in seamlessly with already-developed models and resources so that Solano County's WPC does not further delay its implementation with this change in providers. As such, BACS' deep relationship with WPC in Alameda County will positively affect the WPC pilot in Solano County by virtue of BACS' experience, integrated leadership, philosophy, presence in Solano County, and existing operations that tie in to WPC.

BACS has extensive experience working with the highest-cost utilizers of multiple health-care systems, including primary care/FQHCs, county behavioral health, criminal justice, homeless and housing, and hospital/emergency services. BACS is also a direct service provider for behavioral health, housing/homeless, care coordination/integrated services, and operates 12+ Housing First programs for chronically homeless, literally homeless, & mentally ill individuals.

BACS has successfully managed over 37 unique City, County, State, & Federal contracts. One of BACS' major assets is the agency's innovative, responsible, accountable, strategic, and nimble Management/Executive team, which is poised to quickly implement NPLH supportive services program. BACS is governed by a volunteer Board of Directors that includes an Oakland Housing Authority employee, integration healthcare strategist, land use attorney, and Non-Profit Mental Health Executive. The organization is led by Jamie Almanza, MBA, Executive Director, who has been with BACS for nine years and has over 25 years of health, behavioral health and business expertise working with vulnerable populations. Jovan Yglecias, MFT and Daniel Cooperman, both Directors of Operations, have over 25 years' experience in homelessness/housing, substance use, forensics, mental health, healthcare integration, and memory care programming.

Michael Ward, Esq., Sr. Director, Administration/QI, has over 20 years in Compliance Management & Continuous Quality Improvement (QI). BACS' indirect rate, as recently established through independent Audit, is 10.5%, resulting in near 90% of funding going directly to services. BACS has a mature Organizational Infrastructure and has invested resources to ensure adequacy in staffing for all positions. BACS re-engineered its QI infrastructure seven years ago, and BACS' culture & philosophy is routed in continuous QI.

**Experience with Priority Population:** Bay Area Community Services (BACS) has extensive history working with the chronic homeless population and is the largest homeless provider in Alameda County. Currently, BACS offers 11 programs whose services target chronically homeless individuals, nine of the programs are in Alameda County, and two operate in neighboring Solano County. The nine programs in Alameda County range from interim housing models (Housing Fast Support Network, Oakland's Outdoor Navigation Centers, City of Berkeley's STAIR Center); to Respite models (Medical Respite program with Sutter Health, City of Oakland's Winter Shelter); to housing navigation programs (Oakland's Housing Resource Center, Housing Education and Counseling); to homeless/behavioral health housing programs (Oakland Project Connect, North County Senior Homeless Program, and the TAY-focused Hope Intervention Program); and lastly to a scattered site permanent supportive housing model (Landlord Liaison and Supportive Independent Living). BACS owns/operates a total of 56 units of Permanent Supportive Housing and also provides Tenancy Sustaining Services to Housing Consortium of the East Bay's MHSA PSH units. In Solano County, BACS operates a unique Homeless Peer Respite Program for adults leaving a Crisis Stabilization Unit (CSU) stay who need further recuperative care from their acute psychiatric crisis. Peer Counselors provide care and support in a short-term model while connecting to Crisis Aftercare Services, also run by BACS. BACS also operates 14 units of Interim and PSH housing in Fairfield. BACS peer staff work in the encampments and on the streets 7 days a week/365 days a year.

Alameda County's largest homeless program, the Housing Fast Support Network in Oakland, provides over 350 unduplicated homeless adults per year interim housing, housing navigation, Rapid Rehousing with shallow Housing Financial Assistance, and brief tenancy sustaining services. The Program was re-engineered four years ago and the results keep getting stronger - this year, 88% of individuals are permanently housed within 7 months of entering the program. The Program is so successful the City of Oakland just purchased a second building for a major expansion of BACS' Housing Fast Support Network. Cumulatively, BACS success rate working with chronically homeless and literally homeless individuals has resulted in over 80% of homeless partners supported to obtain and maintain permanent housing. The biggest contributing factor to the success in finding and maintaining housing is the vast network of 1,000 landlords in BACS' network, management of flex funds, and innovative & pragmatic approaches to serving homeless adults. BACS staff, from mental health clinicians to Housing Specialists to Peer Counselors, create a Housing First Plan immediately, and are relentless in their work to remove all the barriers for an individual until they are housed. Intervention plans range from 'document readiness' to working on increasing income to supporting someone with substance use challenges, and everything in between.

BACS recently implemented the City of Oakland's Coordinated Entry System called the Housing Resource Center, leading a hub of providers and the City to create a systematic approach to prioritize the most vulnerable homeless individuals throughout the City, in collaboration with Abode Services, who provides the Housing Resource Center for the other hubs. This systematic approach to serving the homeless in Alameda County, underwritten by Whole Person Care, provides BACS the opportunity to leverage expertise, deep understanding of the diversity of the homeless throughout the County, and increase real-time sophistication in interventions with the goal of ending homelessness in the community. Each BACS program maintains high fidelity to the Housing First EBP outside of the limitation of some programs designs not providing long term housing vouchers. BACS' Housing First programming provides wraparound services to individuals to help deter negative housing outcomes while understanding with chronic homeless populations

it often takes more than one placement regardless of the quality of services for more stable housing placements to 'stick' for successively longer periods of time.