



BOSS

**Building Opportunities for Self-Sufficiency
Proposal
For
Vallejo City-Wide Coordinated Homeless
Strategy**

Building Opportunities for Self-Sufficiency

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Executive Summary

In response to the City of Vallejo's Request for Proposals for development of a City-Wide Coordinated Homeless Strategy (CCHS), Building Opportunities for Self-Sufficiency (BOSS) proposes to provide services to Vallejo's homeless population, which has increased over 58% in the past four years. BOSS believes its considerable experience in working collaboratively with other providers, implementation of projects serving chronically homeless individuals and families, demonstrated sustainability of services and programs, knowledge of homeless populations, utilization of creative approaches and evidence-based practices, and organizational infrastructure make the Agency a prime candidate to coordinate and provide CCHS services to the target population.

The mission of Building Opportunities for Self-Sufficiency (BOSS) is to help homeless, poor, and disabled people achieve health and self-sufficiency, and to fight against the root causes of poverty and homelessness.

BOSS' proposed CCHS will be designed to provide participants with services that are aimed at reducing/eliminating barriers and obstacles to receiving comprehensive services through a service delivery model based upon specific and measurable outcome goals. BOSS' proposed CCHS program will utilize the Agency's infrastructure, resources, and management model to establish a financially sustainable project.

BOSS has identified a potential site for its CCHS program. The proposed facility is located at 1027 Alabama Street, Vallejo, and will be purchased by a private party who will lease the facility to BOSS at no cost for (1) year with an option to lease at market price thereafter. The facility is zoned for mixed purposes inclusive of business and residential use. The facility was originally a fire station, and has also been used for other purposes inclusive of office space by the City of Vallejo. BOSS expects to have site control immediately after being awarded the CCHS contract.

In relation to the City of Vallejo's call to action against homelessness, BOSS' history is similar in that its origins and growth evolved from an unfunded civic response to homelessness and the plight of impoverished and marginalized populations inclusive of the severely mentally ill, homeless, unemployed, and veterans.

BOSS has identified a CCHS program site at BOSS began working with the City of Vallejo and the County of Solano in early 2015 during the City's exploratory activities to find a perspective service model that would meet Vallejo's needs and reflect the City's character. From the onset, BOSS believed that its delivery model would complement Vallejo's efforts to combat homelessness among its citizens.

According to Vallejo's most recent point-in-time homeless census (January 2015), 402 individuals were identified as homeless, which represented 59% increase within the last (4) years. The county-wide count also revealed that homeless Vallejo residents represented 31% of the County's total census. Considering Vallejo's continuous annual increase in its homeless population, the City's situation is not helped by the rapidly rising costs of housing in the East Bay, which is already forcing those who cannot afford East Bay housing costs to move to less expensive housing center such as the Stockton area, and eventually Vallejo and Solano County.

BOSS believes that its organizational knowledge and dynamic experience in implementing and sustaining programs and services to assist homeless populations will greatly assist the City of Vallejo in its efforts to establish a long-term strategy to adequately address the needs of its growing homeless population. If awarded, BOSS looks forward to working collaboratively with the City of Vallejo and its many service organizations.



Donald Ivy Frazier
Executive Director
Building Opportunities for Self-Sufficiency

1. Organizational Profile

Building Opportunities for Self-Sufficiency (BOSS) was founded in 1971 by a group of volunteers who came together to serve mentally ill individuals who were released to the streets following state hospital closures. The project, then called Hillel Street Work Project, provided street outreach, crisis intervention, and benefits advocacy. In 1975 the project merged with the Berkeley Youth Hostel and opened the first shelter for the mentally disabled in the State of California, changing its name to Berkeley Oakland Support Services.

Throughout BOSS's history, it has maintained this responsiveness to community needs and emerging trends—raising resources and partnering whenever possible to create more innovative, more effective services. In the 1980s and 1990s, homelessness grew exponentially to affect families, veterans, seniors, working people, people with HIV/AIDS and chronic illnesses, people overcoming drugs and alcohol, people facing illiteracy, inadequate education, and inadequate job skills, and others. In response, BOSS expanded to surrounding cities and added programs—transitional housing, permanent housing assistance, job training, employment programs, education for both adults and children, community building activities, leadership development, family services, clinical health care, and more. While expanding to serve all homeless people, BOSS retained its focus and expertise serving the mentally ill homeless, deepening its relationships with city and county health departments.

In 1986 the organization expanded to Oakland, changing its name to Berkeley Oakland Support Services (BOSS). In 1989 the organization expanded to Hayward, becoming a County-wide presence. It changed its name in 1996 to Building Opportunities for Self-Sufficiency to be more reflective of the agency's overall mission.

In its 42-year history, BOSS has: Created a County-wide network of model 'street to housing' programs; Hired at least 50% of staff from our target population; Designed emergency and long-term service responses for the homeless mentally ill (drop-in centers, Service Team, specialized income and housing assistance); Created 100+ units of special needs housing; Developed a network of 100+ local landlords to facilitate housing placements;

Created education and training responses for low-skilled workers through its Career Training & Employment Center; and created an innovative after-school program for homeless children focused on both academics and healthy child development.

Additionally, BOSS has responded proactively to local emergencies (Earthquake Support Center, Oakland firestorm response, Red Cross-funded disaster planning); Created an innovative social justice initiative (Community Organizing Team) that provides hands-on leadership development, skill-building, and stabilizing social connection to an isolated population; and Contributed to root-cause policy and system change through advocacy, organizing, and public education.

Today BOSS serves over 1,500 homeless families and individuals each year, or roughly $\frac{1}{4}$ of the total homeless population in Alameda County. BOSS has heavily relied upon by other service providers, government agencies, faith-based groups, police and courts, and others who interact with homeless populations. BOSS is fully committed to both sides of its mission: providing housing and services that aid people *currently* experiencing homelessness and poverty, and fighting for systemic change that helps to reduce or prevent *future* homelessness.

BOSS CCHS Program Components

BOSS proposes to develop and operate a comprehensive CCHS program which relies on the use of numerous evidence-based practices to provide person-centered engagement and interventions to assist individuals and families in removing barriers to housing and self-sufficiency. Through developing a therapeutic alliance with each participant, BOSS staff and participant work together to remove major barriers to obtaining stable housing. The primary focuses of services are to improve the participants' circumstances with income, health management, employment, and establishing sustainability strategies for each domain. Evidence-based practices utilized by BOSS in resolving barriers include:

Motivational Interviewing

BOSS firmly believes that utilization of an effective engagement model is a critical element in motivating participants to succeed. During all phases of service provision, Motivational Interviewing (MI) is utilized as the primary methodology in obtaining critical information and helping participants to solve their own difficulties. Additionally, Motivational Interviewing

allows both staff and participant to build a firm therapeutic alliance as well as insuring that there is mutual clarity during interactions. MI also provides the foundation for the development of solution-oriented cognitive skills among participants.

Motivational Interviewing has proven to be an effective engagement model in working with participants who are highly resistant, have cognitive impairment, and those with limited interpersonal communication skills. All BOSS staff providing direct services in all BOSS programs is trained annually on MI techniques. MI training is also reinforced during monthly staff supervision activities.

Motivational Interviewing	
Participant	<ul style="list-style-type: none"> • Assists in expressing acceptance and affirmation • Assists in affirming the participant's freedom of choice and self-direction
Attending Staff	<ul style="list-style-type: none"> • Seeking to understand the person's frame of reference, particularly via reflective listening • Monitoring the participant's degree of readiness to change, and ensuring that resistance is not generated by jumping ahead of the client.
Mutual	<ul style="list-style-type: none"> • Build a firm therapeutic alliance • Mutual clarity during interactions • Assists in eliciting and selectively reinforcing the participant's own self motivational statements expressions of problem recognition, concern, desire and intention to change, and ability to change

Housing Fast

According to the U.S. Department of Housing and Urban Development, we are now experiencing a period when worst-case housing needs are at an all-time high. While some communities are beginning to see reductions in chronic homelessness, in many communities family homelessness is exploding and families with children is the fastest growing segment of the homeless population. Many experts attribute the increase in the number of homeless families to a combination of the following factors: Welfare reform; High rates of domestic violence; Declining purchasing power of low-wage jobs; and a decrease in availability of affordable family housing.

BOSS believes that utilizing the Housing First model is an effective alternative to the current system of emergency shelter/transitional housing, which tends to prolong the length of time that families remain homeless. The methodology is premised on the belief that vulnerable and at-risk homeless families are more responsive to interventions and social services support *after they are in their own housing*, rather than while living in temporary/transitional facilities or housing programs. With permanent housing, these families can begin to regain the self-confidence and control over their lives they lost when they became homeless. BOSS utilizes this approach in assisting single individuals to acquire housing as well.

When using the Housing First model, BOSS may work with other local community-based organizations to provide post housing placement case management services. However, time-limited case management services may also be provided by BOSS staff (continuing care) dependent on the program's staffing compliment.

Critical Time Intervention Model (CTI) As Case Management Methodology

In 2010, BOSS collaborated with Alameda County Behavioral Health Care Services to participate in the development of pre-Critical Time Intervention (CTI) housing and case management programs for high acuity users of the behavioral health care system with co-occurring disorders. Through this partnership, BOSS staff received intensive CTI training from the Center for Urban Community Services (CUCS, formerly known as Columbia University Community Services). BOSS leadership embraced the CTI model to complement the philosophy and values of its Wellness & Empowerment approach. At its core, the principle of "Dignity of Risk" is rooted in the realization that change comes from within and that dignity and empowerment come from the risk to try new ideas or solutions. BOSS develops therapeutic partnerships with program participants to become an *ally* in their process of change, including the development of support systems each participant will rely upon once housed. By supporting the participant in this process despite obstacles, we are able to assist in the empowerment of the participant's growth toward wellness. Through acquisition of new tools from CUCS, BOSS implemented the Housing First pre-CTI model in all of our emergency shelters and transitional housing programs.

BOSS believes that chronically homeless individuals engage more in supportive services and have greater successes once they are in safe and permanent housing of their own.

These principles guide the agency's approach through the development of housing-focused skills, and preparing participants for housing interviews and retention. BOSS' model offers housing-focused case management (navigation) with a team of providers trained in trauma informed care, motivational interviewing and dignity of risk values.

Critical Time Intervention (CTI) is an empirically supported, time-limited case management model designed to prevent homelessness and other adverse outcomes in people with mental illnesses following discharge from hospitals, shelters, prisons and other institutions. This transitional period is one in which people often have difficulty re-establishing themselves in satisfactory living arrangements with access to needed supports. As is the belief with recent models of care for fragile populations, focused, time-limited assistance during this critical period can have enduring positive impacts.

Although most of the work to date regarding CTI has been with adults with mental illness following institutional discharge, this approach may also be utilized with other populations at a variety of critical periods. Historically, BOSS has successfully utilized the CTI Model for: continuing and follow-up care for those recently securing housing, employment case management for the chronically unemployed offender population, and services to those with chronic and persistent mental illnesses.

Housing Navigation

After the participant has been permanently housed, they may be attended by another Navigator who focuses on assisting the participant in establishing sustainability strategies and acquiring appropriate support services.

Post housing placement navigation services is strictly time-limited and focuses on helping individuals and families solve problems that may arise and to connect them with community services to meet longer-term needs.

Critical Program Components

1. **Individuals seeking assistance are actively identified and/or recruited, and quickly and easily navigated through a continuum of care at the critical points and times unique to their situation, regardless of documentation or legal status**

Through individual and group counseling, BOSS Housing Navigators (Case Managers) provide an array of services inclusive of screening assessment, service planning, information & referrals, housing placement assistance, discharge planning, and community service integration activities (Critical Time Intervention). When participants are assigned to a Navigator, they are serviced by that particular staff member throughout their shelter episode. Since participant presenting needs are identified at intake, the assigned Navigator will make every effort to eliminate participants' barriers and critical needs during their shelter residence.

This may include helping participants to complete critical documents, obtain identification, obtain clothing, apply for public benefits and/or health insurance, obtain medical and mental health services, and secure support services from other collaborating organizations.

BOSS utilizes a **Service Delivery Model** which may be adjusted to meet the ever-changing needs of marginalized populations. The core elements of BOSS' model are the use of Motivational Interviewing as the primary tool of engagement; Trauma-Informed Care to ensure safety and inclusion; a Housing First approach to aggressively address homelessness; and a Critical Time Intervention Case Management Approach to address short-term and long-term life stressors.

BOSS will work collaboratively with **Vallejo citizens, the Vallejo Police Department, Christian Help Center, Vallejo Together,** and other organizations providing services to homeless individuals and families to recruit participants for shelter services. BOSS intends to work closely with **City of Vallejo Staff** and the Christian Help Center to eliminate and/or minimize the duplication of shelter services through mutually assessing the needs of individuals and their stage of change toward acquiring housing and self-sufficiency inclusive of income attainment or enhancement. This in effect, will be the City's initial effort at developing a central intake and referral system to establish clear referral pathways and points of entry into its CCHS.

BOSS will not deny services to individuals based on their documentation or legal status. In cases where participants require assistance with legal issues, BOSS will work collaboratively with **Legal Services of Northern California**, which provides legal advocacy, assistance with expungements, and other legal issues.

BOSS will also work collaboratively with the **Solano County Probation Department** and the **Vallejo District Attorney's Office** in identifying participants who may be eligible for the reduction of past convictions of Prop 47 eligible offenses.

Additionally, BOSS will work collaboratively with **Catholic Social Services** to provide assistance to participants who have immigration issues or who are undocumented. This includes referrals to the **Vallejo Department of Motor Vehicles** for free identification cards.

2. Individuals are not denied services, and/or do not decline assistance or abandon the program because of imposed tenant rules & responsibilities

BOSS will not exclude or deny services to participants based on their failure to observe shelter rules. As BOSS will not be collecting rent or service fees, there will be no tenancy issues. BOSS will however have **Cardinal Rules** which must be adhered to by all participants which exist to insure the safety of all participants and maintain the facility's standing in the community. These rules are **(1) no physical violence or destruction of program property, and (2) no use of drugs or alcohol on program premises**. Participants who violates these two program rules may be asked to leave the program for a period of time to be determined by the Program Director and documented in the participant's record inclusive of detailed incident reports.

To assist developing and sustaining an environment of safety and caring, BOSS will form and maintain a **Resident Council**, which will assist staff in addressing minor conflicts or rule violations to prevent them from becoming major occurrences. In such cases where discharge from the program is required, BOSS will make every attempt to find alternate housing for the participant(s). Additionally, participants who are placed on a period of shelter ineligibility will still be able to access the facility for day services.

While participants will be urged to volunteer for assisting in the upkeep of the facility to improve their execution of Daily Living Activities, no participant will be penalized for non-participation in these activities. BOSS intends to utilize participants as **Program Assistants** who will receive a monthly stipend and volunteers to assist in keeping the facility clean. BOSS may also utilize members of its **Transitional Work Force** who reside in Vallejo or are willing to work in Vallejo to assist in daily facility upkeep as well which will not be billed to the CCHS contract.

3. Individuals are not denied services, and/or do not decline assistance or abandon the program because of rules regarding pets

BOSS has a pet policy for its facilities. Participants are allowed to have service & companion animals or pets. Owners will be required to review, sign, and adhere to guidelines at the time of their admission. Owners will be held responsible for the management, feeding, and cleanliness of their pets. In cases where danger of injury is apparent, participants may be required to make other provision for their animals.

BOSS will not deny services to individuals or families because they have pets. BOSS will work closely with participants who are pet owners to provide reasonable accommodations for their pets. BOSS will work collaboratively with the **Humane Society of the North Bay** to provide dog and cat license vouchers, spay and neuter services, low-cost or free veterinary services, and domestic violence animal boarding for affected animals on an emergency basis.

BOSS will designate living spaces for participants to sleep with their pets provided the pet(s) do not present a safety issue for other participants. Additionally, BOSS intends to build kennels for boarding pets outside of the facility on the premises, which may be used as an alternative provision by participants.

4. Individuals are not denied services, and/or do not decline assistance or abandon the program due to constraints or abstinence requirements for substance use

BOSS will not deny access to services to individuals or participants based on their abstinence status. Participants who come into the facility under the influence of drugs or alcohol will be asked to conduct themselves civilly and to avoid conflicts with others. BOSS will work collaboratively with **House of Acts** to address cases where it is deemed that a participant's physical well-being is in danger. House of Acts will provide 24-hour transport to Vallejo's

Southern Solano Alcohol Council Detox. Additionally, House of Acts will provide participant pick up from detox, and will determine with the participant whether they will return to the CCHS facility or elect to be admitted to House of Acts for residential substance use disorder treatment services.

Participants who are heavily intoxicated or under the influence will be offered the choice of going to detox. Participants who decline will be monitored closely to insure their safety and the safety of others. This includes increased bed-checks during sleeping hours for these individuals.

BOSS will also work closely with the Solano County **Alcoholics Anonymous** and **Narcotics Anonymous** chapters to bring in Hospital & Institutions (H&I) meetings into the facility for participants who wish to seek recovery or sobriety through self-help methods.

- 5. Individuals are not denied services, and/or do not decline assistance or abandon the program because access to emergency services (shelter, food, clothing, urgent medical care) is not available 24 hours a day**

BOSS will not deny access to services to any individual at any time. BOSS will provide Residential Access Services during the hours of 5:00 PM to 8:00 AM daily for current participants, and Drop-In Day Services during the hours of 9:00 AM to 4:30 PM Monday through Friday. The facility will be open to current participants on Saturdays and Sundays. Participants may be referred and admitted on a 24-hour basis.

To meet the emergency needs of participants and other homeless individuals, BOSS will work collaboratively with the **Free Clinic**, which works in partnership with **Sutter and Kaiser Nurses** to provide monthly primary care services to medically uninsured participants. BOSS will also work to establish collaborative relationships with other Community Clinics, local hospitals, prescription/medication programs, dentist, and physicians who accept Medi-Cal and other subsidized medical insurance.

Additionally, BOSS will utilize its **Certified Enrollment Counselors** to enroll uninsured participants and other individuals under Covered California. BOSS has intentions to establish a relationship with the **County Health Services Department** to develop and refine referral pathways for participant primary care and mental health services.

6. Individuals are not denied services, and/or do not decline assistance or abandon the program because rules separate family, partners, or loved ones

BOSS will provide living areas for families, partners, and loved ones whenever available. **If no space is available, participants will be accommodated in gender-specific dorms until an appropriate space becomes available.** In cases where participants elect not to stay at the shelter, they will be referred to other emergency housing, and will be placed on a waiting list and notified when an appropriate space becomes available.

7. Program participants retain the value of their assets throughout the program, including available parking for vehicle storage while engaged in the program

BOSS will allow participants to bring their possessions into the facility at time of admission. As participants remain in the facility, staff will urge them to consolidate their possessions. If a participant exits the facility and abandons their property, BOSS will pack and hold the participant's possessions for (30) days, as storage space may be limited. **BOSS staff will make at least (3) attempts to contact exited participants regarding their property before discarding it.**

The proposed facility has ample parking (can accommodate 20+ vehicles) for participants who choose to stay in their vehicles. Participants residing in their vehicles will have access to the facility to utilize bathrooms, showers, receive meals, and obtain other services offered by the program. Participant vehicles must be running and participants will be deterred from making excessive noise in the immediate neighborhood, collecting refuse in the parking area, and working on their vehicles in the parking area. **If participants abandon their vehicles (left for more than 60 days) without being attended to by the owner, their vehicle may be towed).** BOSS staff will make at least (3) attempts to contact exited participants regarding their vehicles before having them towed.

8. Greater than two-thirds (66%) of program participants transition to permanent, long-term housing (not transitional 2-year housing)

BOSS believes that utilizing the **Housing Fast model** is an effective alternative to the current system of emergency shelter/transitional housing, which tends to prolong the length of time that individuals and families remain homeless.

The methodology is premised on the belief that vulnerable and at-risk homeless families are more responsive to interventions and social services support *after they are in their own housing*, rather than while living in temporary/transitional facilities or housing programs. With permanent housing, these individuals and families can begin to regain the self-confidence and control over their lives they lost when they became homeless.

When using the Housing First model, BOSS may work with other local community-based organizations to provide post housing placement case management services. However, time-limited case management services may also be provided by BOSS staff (continuing care) dependent on the program's staffing compliment.

BOSS will make every attempt to meet the objective of assisting 66% of all shelter participants in obtaining permanent independent or supportive housing. BOSS will work collaboratively with local and housing programs to assist participants with obtaining housing inclusive of the **VASH program** for veterans.

BOSS will provide **weekly housing workshops** and will utilize its housing staff from other BOSS programs as needed to assist participants. As Christian Help Center allows participants longer access to shelter (up to 24 months), BOSS will refer these participants where possible to Christian Help Center and work collaboratively with CHC staff and the participant to secure permanent housing.

9. Services for homeless individuals that begin quickly after any potential property identification, acquisition and necessary building improvements without requiring a major use permit process

BOSS has identified a potential site for its CCHS program. The proposed facility is located at 1027 Alabama Street, Vallejo, and will be purchased by a private party who will lease the facility to BOSS at no cost for (1) year with an option to lease at market price thereafter. The facility is zoned for mixed purposes inclusive of business and residential use. The facility was originally a fire station, and has also been used for other purposes inclusive of office space by the City of Vallejo. BOSS expects to have site control immediately after being awarded the CCHS contract.

As agreed upon with the owner, BOSS will be responsible for rehabbing the facility, and will seek funding to repair the facility and will utilize approximately 15% to 20% of the available CCHS funding in this effort (as was clarified during the mandatory Bidders Conference on January 16, 2016). BOSS will primarily use its Operations Division personnel and its Transitional Work Force to rehab the facility to reduce costs. BOSS estimates that it will take approximately 3 to 4 months to complete the facility rehab process.

The potential facility is ADA compliant and is near major transportation lines for easy access by participants. Additionally, the facility has ample office space as well as options for optimal configuration to meet the needs of individuals and families.

If awarded, BOSS will form a Community Advisory Board (CAB) to address initial and emerging issues related to the integration of the program into the immediate community. BOSS will hold CAB meeting monthly in the first year of operation, and with a frequency to be determined thereafter.

10. The City of Vallejo is not obligated for ongoing funding beyond the \$588,000 allocated as part of Participatory Budgeting Cycle 2, and the sustainability of services is not contingent on future City funding

BOSS is cognizant that the City of Vallejo may not be able to provide additional funding. During the contract period, BOSS will work to secure funding to continue operations beyond the contracted period. **BOSS has a strong Development Department and Grant Writing staff.**

BOSS consistently responds to local, state, and federal funding opportunities to supplement or replace existing funding streams.

Additionally, BOSS will work with Solano County departments to pursue and secure funding through competitive opportunities. BOSS will work the County's Homeless Services Coordinator and the County's HUD Continuum of Care to be included in future HUD funding applications.

BOSS currently has recently applied for funding from SAMHSA and the US DOL, which if awarded, may be applied to enhance CCHS services.

Additional Components for Participant Recruitment and Elimination of Barriers to Entry

11. Information for individuals seeking assistance is regularly available, updated frequently, and easily understood

BOSS will develop resource guides for potential and current participants which can be replicated in additional languages inclusive of Spanish, Tagalog, Chinese, and Punjabi. BOSS will also provide updated information to participants through brochures, handouts, and announcements during program Community Meetings, which will happen weekly, and during individual participant/staff engagement activities.

The facility will have bulletin boards placed strategically in the facility where participants can access information immediately for action. These boards will be updated daily by designated program staff and volunteers. BOSS will also develop an electronic mailing list in order to provide emerging resources and service opportunities information to other Vallejo community-based organizations for use with their clients.

12. Being on a waiting list does not result in individuals being turned away for services

BOSS will not turn away participants, and will place participants on cots until a bed becomes available for a given participant. In cases where regulatory permitted space is not available, participants will be referred to other emergency housing, and will be placed on a waiting list and notified when an appropriate space becomes available. These participant may access program resources even if they are not yet admitted inclusive of showers, meals, clothing, transportation assistance, etc.

13. Individuals are not denied services, and/or do not decline assistance because of the lack of a "warm hand-off"

In the provision of services, BOSS recognizes that the consumer's need to be respected, informed, connected, and hopeful regarding their own recovery; the interrelation between trauma and symptoms of trauma (e.g., substance abuse, eating disorders, depression, anxiety, and other mental illnesses); the need to work in a collaborative way with participants, family and friends of participants, and other community based service agencies in a manner that will empower participants. BOSS will insure that participants are engaged face-to-face when they are given referrals to other housing providers or support services providers. BOSS program staff will follow-up on all referrals within 24 hours of the referrals being given as well. Where possible, participants will be provided transportation assistance as well.

BOSS strives to include professional staff and participants in its direct services activities. BOSS believes that the empathic element brought by past participants is critical to establishing realistic alliances and strategies towards providing effective and sustainable services for those they serve. BOSS staff is trained in the **Relational Outreach and Engagement Model** utilizing the outreach training curriculum available through National Health Care for the Homeless. Additionally, BOSS combines this training with the most current **SSI Outreach Access and Recovery (SOAR)** training available through SAMSHA to increase outreach skills and enhance the engagement ability of staff in assisting individuals living on the streets.

BOSS understands that many homeless individuals seeking behavioral health care services and other support services have histories of physical and sexual abuse and other types of trauma-related experiences (often related to their homelessness). These experiences often lead to or exacerbate mental health and co-occurring disorders such as chronic health conditions, mental illnesses, substance abuse, HIV/AIDS, as well as contact with the criminal justice system.

BOSS attempts to provide participants with a basic understanding of how trauma affects the life of individuals seeking services. BOSS staff is trained to be cognizant of the vulnerabilities of trauma survivors that traditional service delivery approaches may exacerbate.

As part of their advocacy activities, BOSS staff will provide information and training as needed to community providers servicing participants so that services and programs can be more supportive and avoid re-traumatization of participants.

14. A plan to address individuals registered as a sex offender who seek assistance

BOSS will work collaboratively with the **California Department of Corrections & Rehabilitation Parole Division** and the **Solano County Probation Department** to address the needs of registered sex offenders. BOSS will work with these agencies to find adequate emergency and longer term housing for this specialized population. This population often needs advocacy with regards to their restrictive housing requirements. BOSS will work collaboratively with the Parole and/or Probation Officers of these participants to resolve housing issues for these participants. Typically, these individuals cannot be released to the community without a viable housing plan. Often these plans must be revised because of difficulties inherent in their housing plan. BOSS staff will work to assist them in resolving these issues, or assist in developing alternative housing strategies.

Measurable Outcomes and Impacts

15. Program slots or space utilized primarily by new program participants and not an unnecessarily high number of recidivists

BOSS will strive to insure that new participants receive priority for admissions. BOSS will also place great emphasis on housing the most vulnerable populations such as women, families (inclusive of pregnant women), individuals with debilitating disabilities (inclusive of severe mental illness), and transition-aged-youths. If no new participants make application for admission, previous participants will be readily readmitted. BOSS will maintain a master participant list to monitor program utilization by participants.

16. Program participants and alumni have quick and reliable access to case managers with a manageable caseload

If awarded, BOSS will work with City of Vallejo staff to determine bed capacity based on the facility, needs of the city, and available funding. BOSS plans to maintain a staffing to participant ration of 25:1. **The total proposed facility capacity will be 50-60 participants.** BOSS will insure that active participants are engaged face-to-face on a regular basis by BOSS Housing Navigation staff, and will have the capacity to engage program alumni when required.

Additionally, BOSS will utilize interns from UC Berkeley, JFK University, and other higher learning institutions who may provide additional engagement activities under the supervision of **BOSS' Clinical Director**. Based on the 24-hour format for operation, the facility will require the following staffing pattern and compliment of paid personnel:

Position	Total Needed	Duties
Program Coordinator	(1) Fulltime	Program & Staff Supervision
Housing Navigators	(4) Fulltime	Case Management

➤ **Full Job Descriptions will be made available if contracted to provide services.**

17. Program participants matriculate from the program with secured, long-term or permanent housing and the knowledge, skills and resources to meet future housing needs

BOSS CCHS participants expressing a need for stable housing will receive housing assistance through weekly **Housing Workshops**, and will be provided individual assistance from the **BOSS Housing Service Team**. All participants in need of housing will (1) attend weekly housing workshops; (2) be provided individual assistance in locating adequate permanent housing inclusive of transportation to potential housing opportunities (where required); and (3) assistance with securing housing subsidies for move-in costs, utilities, etc.

BOSS has experience in addressing barriers to securing participant housing. To address common barriers such as transportation, move-in costs, past evictions BOSS will develop a **Housing Bank** which will include landlords who will rent to individuals with poor housing histories. Additionally, BOSS will insure that all participants requiring housing will be enrolled in housing subsidy programs and waiting lists (such as Section 8, and Shelter + Care), as well as other subsidized housing opportunities that emerge.

Additionally, BOSS will work collaboratively with CHC's **Global Center** located on Mare Island in order not to duplicate housing assistance services, and to provide reciprocal permanent housing resources.

18. Program participants matriculate from the program having secured access to any income or benefits they may be eligible for

BOSS staff will work with participants to assist them in acquiring public benefits inclusive of SSI, SSDI, WIC, General Assistance, and Food Stamps. BOSS will work collaboratively with **Solano County Social Services Department** to assist participants in securing public entitlements, and will refer participants seeking SSI benefits to **Legal Services of Northern California** for advocacy assistance.

19. Program participants matriculate from the program with experience in job searches, resume writing, job interviews, and paid employment

BOSS will facilitate weekly **Vocational Readiness Workshops** consisting of four sessions in order to complete the entire curriculum's content. Through mock interviews and instruction, Vocational Readiness Workshops will provide participants with soft skills training regarding punctuality, reliability, appropriate dress and attitude, understanding workplace etiquette, poor employment histories, and effective interviewing skills. All Vocational Readiness Workshops will be facilitated by program staff and interns. BOSS will utilize the evidence-based *Baltimore Pipeline* and the *US Department of Labor Curricula* in the provision of these workshops.

BOSS will utilize members of its **Work Force Development staff** to provide assistance with Job Placement activities to participants. Within its **Job Bank**, BOSS already has a number of Vallejo businesses which have historically hired BOSS participants who reside in Vallejo. Additionally, BOSS will work collaboratively with the local **Employment Development Department Office** and **Workforce Investment Board** in assisting participants in obtaining living wage employment.

BOSS will also utilize the evidence-based **Dartmouth Individual Placement Services and Supported Employment Model**: BOSS has adapted the Dartmouth University IPS/SE model for use in its employment assistance services. Utilization of the IPS/SE model enhances BOSS' provision of employment services to participants who present with severe and persistent mental illnesses. Use of the IPS/SE model enhances the efficacy of collaborative multi-disciplinary structured services, which is common among participants presenting with complex circumstances.

20. Program participants matriculate from the program with experience in meeting real-world housing, food, basic needs, and financial obligations

BOSS will facilitate weekly **Life Skills Training Groups** which may be attended by active participants and individuals from other programs. Life skills groups will address time management, money management, the development of appropriate coping skills, anger management and required communication skills, and Daily Living Activities.

21. Program participants matriculate from the program with a toolkit of hygiene, social, employment search, and life skills

In addition to Life Skills Training activities, BOSS will also train and certify program **Alumni** in the facilitation of **Wellness Recovery Action Plan (WRAP)** activities. WRAP is a self-designed prevention and wellness process that anyone can use to get well, stay well and make quality of life improvements. The WRAP components include the development of Daily Maintenance Plans, Recognition of Triggers, and Recognition of Early Warning Signs, Problem Recognition, Development of Crisis Plans, and Development of Post Crisis Strategies.

WRAP was developed in 1997 by a group of people who were searching for ways to overcome their own mental health issues and move on to fulfilling their life dreams and goals. It is now used extensively by people in all kinds of circumstances including chronic homelessness, and by health care and mental health systems all over the world to address all kinds of physical, mental health and life issues. WRAP has been studied extensively in rigorous research projects and is listed in the National Registry of Evidence-based Programs and Practices.

BOSS will also encourage active participants to participate in **Daily Living Activities** inclusive of practicing cleanliness in their upkeep of their living spaces and personal appearance. BOSS will also encourage participants to actively participate in program activities such as group, workshops, and socialization activities.

Participants will be strongly urged to fulfill the objectives of their service plans through the completion of community activities to acquire housing, income, and higher levels of self-sufficiency.

22. Program participants and alumni have the knowledge, skills and ability to access community resources and assistance

As indicated in Component 11, BOSS will develop resource guides for potential and current participants which can be replicated in additional languages inclusive of Spanish, Tagalog, Chinese, and Punjabi. BOSS will also provide updated information to participants through brochures, handouts, and announcements during program Community Meetings, which will happen weekly, and during individual participant/staff engagement activities.

The facility will have bulletin boards placed strategically in the facility where participants can access information immediately for action. These boards will be updated daily by designated program staff and volunteers. BOSS will also develop an electronic mailing list in order to provide emerging resources and service opportunities information to other Vallejo community-based organizations for use with their clients.

23. Individuals who are veterans matriculate from the program with the knowledge, skills and resources needed to access the unique assistance programs for US Veterans

In addition to the services provided by the BOSS CCHS program, BOSS will work collaboratively with local and regional Veterans Administration programs to secure resource and primary assistance for veterans inclusive of VASH Housing Services, primary health care, mental health care, and other entitlement a given veteran may be eligible to receive. Additionally, in its future funding efforts, BOSS will insure that it seeks funding for services to veterans.

24. Program participants and alumni have the knowledge, skills and resources to address substance abuse issues, and are able to manage destructive behaviors that may result from substance use

BOSS will work collaboratively with **House of Acts** to address cases where it is deemed that a participant's physical well-being is in danger. House of Acts will provide 24-hour transport to Vallejo's **Southern Solano Alcohol Council Detox**. Additionally, House of Acts will provide participant pick up from detox, and will determine with the participant whether they will return to the CCHS facility or elect to be admitted to House of Acts for residential substance use

disorder treatment services. For women who present with substance abuse issues, BOSS may refer them to **Shamia House, Genesis House, and Life Abortion Alternative Ministries.**

BOSS will also work closely with the Solano County **Alcoholics Anonymous and Narcotics Anonymous** chapters to bring in Hospital & Institutions (H&I) meetings into the facility for participants who wish to seek recovery or sobriety through self-help methods. WRAP services will also greatly aid in assisting participants to combat identified substance abuse issues.

BOSS will seek to have providers provide **Drug Education Groups** at the CCHS program. If none are able, BOSS will provide this service by utilizing personnel that are certified in substance abuse counseling. In the future, BOSS may elect to become certified as an Outpatient Substance Use Disorder Treatment provider through the State Department of Health Services.

25. Program participants and alumni have the knowledge, skills, and resources to access routine and preventative medical and mental care, including regular medication, crisis and behavioral intervention

As previously stated, BOSS will utilize **Wellness Recovery Action Plan (WRAP)** activities to inform and promote participant self-care in reference to knowledge, skills, and resources to access routine and preventative medical and mental care, including regular medication, crisis and behavioral intervention. WRAP is a self-designed prevention and wellness process that anyone can use to get well, stay well and make quality of life improvements. The WRAP components include the development of Daily Maintenance Plans, Recognition of Triggers, and Recognition of Early Warning Signs, Problem Recognition, Development of Crisis Plans, and Development of Post Crisis Strategies.

As a part of the service planning process, BOSS will insure that issues related to knowledge, skills, and resources to access routine and preventative medical and mental care, including regular medication, crisis and behavioral intervention are addressed as a primary problems on participant **Service Plans**, and will be addressed during engagement activities with attending staff. Program alumni will have access to information and resources based on their availability.

Additionally, BOSS will work collaboratively with **Bay Area Community Services (BACS)** and **County Mental Health** to provide on-going care to those with mental disabilities.

To meet the emergency needs of participants and other homeless individuals, BOSS will also work collaboratively with the **Free Clinic**, which works in partnership with **Sutter and Kaiser Nurses** to provide monthly primary care services to medically uninsured participants. BOSS will also work to establish collaborative relationships with other Community Clinics, local hospitals, prescription/medication programs, dentist, and physicians who accept Medi-Cal and other subsidized medical insurance.

Additionally, BOSS will utilize its **Certified Enrollment Counselors** to enroll uninsured participants and other individuals under Covered California. BOSS has intentions to establish a relationship with the **County Health Services Department** to develop and refine referral pathways for participant primary care and mental health services.

In cases where participant are experiencing crisis which are beyond the skills of the program staff, BOSS will work collaboratively with the **Vallejo Police Department** and the **Exodus Program** (Fairfield) to determine whether an involuntary or voluntary institutionalization (5150 commitment). A number of these participants may be sent to **Crestwood Psychiatric Health Facility** in Vallejo or American Canyon. BOSS already has an established relationship with Crestwood to address the needs of discharged patients who may require housing or housing related services. After the crisis has been resolved, BOSS will work with BACS and Exodus to determine whether specialized mental health housing at BACS is warranted.

26. Program participants are able to reunite with estranged family and/or maintain healthy and supportive relationships with family, friends, partners and loved ones throughout the program and beyond

BOSS will insure that participants who wish to engage in family reunification activities will be assisted by program staff through direct service or through referrals to agencies such as Family Service providers. BOSS staff will assist participants in making contact with family members and others inclusive of visits to the program primarily to help participant to develop Positive Support Networks, which will be critical to their success in completing their program goals and their on-going efforts to maintain and enhance their self-sufficiency.

27. Program alumni have the opportunity to serve as mentors for new program participants

BOSS will utilize program Alumni as paid Mentors to provide peer-driven activities such as WRAP groups, providing participant motivation. BOSS currently utilizes mentoring at a number of its programs. BOSS has developed a comprehensive Mentorship Training Program which will be utilized to train Program Mentors.

28. Hospital emergency room visits are reduced among participants and alumni

BOSS believes that individuals must take ownership of the process of maintaining their well-being. BOSS will provide **Health Education** activities as a part of WRAP services and during staff engagement focusing on Service Plan issues. BOSS has seen a vast reduction in the use of emergency rooms as primary care for its homeless population. In concert with provision of health education information and securing medical insurance, **BOSS works closely with participants to develop a Medical Home** as a practical strategy for health maintenance.

As previously stated, BOSS will utilize its **Certified Enrollment Counselors** to enroll uninsured participants and other individuals under Covered California. BOSS has intentions to establish a relationship with the **County Health Services Department** to develop and refine referral pathways for participant primary care and mental health services.

29. Incarceration episodes are reduced among participants and alumni

BOSS will work closely with the Vallejo Police Department and the Solano County District Attorney's Office to address immediate remediation of arrests related participant homelessness inclusive of rerouting enforcement procedures through first level intervention where participants and new referrals can be dropped off by police officers and admitted to the program in lieu of incarceration.

BOSS will work with the district attorney's Office to improve arrest outcomes by working collaboratively to void arrests directly related to homelessness such as loitering and trespassing.

BOSS will also work collaboratively with the **Solano County Probation Department** and the **Vallejo District Attorney's Office** in identifying participants who may be eligible for the reduction of past convictions and current arrests of Prop 47 eligible offenses. BOSS will also establish clear lines of communication with Parole and Probation Officers to prevent erroneous arrests of participants for violations related to their current life circumstances.

30. Recidivism is rare and alumni feel confident in accessing available after-care assistance

BOSS believes that through developing a comprehensive service collaborative and a holistic continuum of services, utilization of shelter services will decline among the chronically homeless. BOSS' aim is to work closely with the **City of Vallejo** and **Solano County Homeless Services** to develop a formal collaborative of Vallejo service providers which provides services using a multi-disciplinary approach and seeks collaborative funding to sustain a wide spectrum of primary and collateral services that effectively addressing the needs of the City's homeless population. This strategy will include the development of an Alumni Association from all Vallejo community organizations serving homeless Vallejo residents.

BOSS believes that when individuals play an active role in ameliorating barriers to their success and the success of others, these individuals are less likely to return to homelessness. Consequently, BOSS will implement its **Community Organizing Team (COT)** model, which provides opportunities for past and current participants to engage in Social Justice and Advocacy activities aimed at enhancing services, promoting platforms for self-sufficiency, and providing information to the homeless and other underserved populations. The COT Team will be comprised of interested individuals who meet once a week to educate themselves on issues relating to alleviating the effects of poverty. COT members currently include homeless and previously homeless participants with mental illnesses, BOSS staff, student interns and other interested persons. COT campaigns include fighting budgets cuts to safety net services and affordable housing, protecting poor people's civil rights, advocating for better mental health services and more.

Financial and Management Model

31. Community members that are supportive, engaged and informed participants in the City-wide Coordinated Homeless Strategy, particularly in neighborhoods where services are offered

If awarded, BOSS will form a **Community Advisory Board (CAB)** to address initial and emerging issues related to the integration of the program into the immediate community. BOSS will hold CAB meeting monthly in the first year of operation, and with a frequency to be determined thereafter. BOSS has considerable experience in the inclusion of community members in the operation of its programs. BOSS works collaboratively with community members to insure that the quality of life and business activities are not decreased by its programs. By example, BOSS often participates in community beautification activities as a way of giving back to the immediate community.

32. The \$588,000 in City funding impacts individuals within the City of Vallejo

BOSS believes that the City of Vallejo's investment of \$588,000 will provide an excellent opportunity in the implementation of Vallejo's City-Wide Coordinated Homeless Strategy provided an agency such as BOSS which is willing to invest a number of its own resources in the project.

BOSS believes that removing homeless individuals from the streets and other uninhabitable areas of the City will help to improve the quality of life for all Vallejo residents. This project will help to prevent accidental fires being set in vacant building, which present an immediate danger to citizens in the vicinity, increase property values, and promote overall safety for all Vallejo residents. Additionally, this project and investment represents the City's ability to honor the wishes of its residents who have by majority chosen to focus on alleviating homelessness in the City of Vallejo.

33. City services that are not hindered by any new debt obligation(s) as a result of implementation or retention of the project

BOSS will insure that the funds provided for this project will be expensed in a transparent manner using acceptable accounting practices, monthly invoicing for services inclusive of

required back-up documentation and other pre-requisites required by the **Office of the City Manager**.

BOSS will not create any liability to the City, and has already made provisions to include the City under its Liability Insurance as evidenced by the attached certificate. Additionally, BOSS will continue to establish additional funding streams specific to the CCHS project, and will seek opportunities in which BOSS and the City of Vallejo might benefit financially in their joint effort to address the issue of homelessness in the City of Vallejo.

34. Minimized operational expenses for participating non-profits and public agencies through employment of methodologies, principles, operational and intervention models that maximize eligibility for county, state, and federal reimbursements and grant funding

BOSS will practice fiscal prudence in its administration of the CCHS program. At the onset, BOSS will demonstrate its ability to provide services in an economic manner, as the Agency will be providing personnel to assist in service delivery as a considerable match to the City's funding. In cases where perspective collaborating agencies require funding to provide services, BOSS will work with these agencies to find alternative funding streams to provide services.

35. Services at facility(ies) that are sustainable and properties appreciate in value and positively contribute to the neighborhood

BOSS believes that removing homeless individuals from the streets and other uninhabitable areas of the City will help to improve the quality of life for all Vallejo residents. This project will help to increase property values in neighborhood that are currently inhabited by homeless residents inclusive of Mare Island and the neighborhood in which the facility will be located, as the property will be purchased and used appropriately.

36. Services that are not unnecessarily duplicated, resources in the community that are maximized through partnerships and cooperation, and best practices that are shared among service providers

BOSS has served as lead agency or subcontractor in multiple formal & informal partnerships, and has a deep understanding of partnership challenges, which include: maintaining consistent, open, timely communication, so all partners have a clear understanding of project protocols, requirements, deliverables, and timelines/deadlines; organizational culture differences; avoiding

service duplication; and addressing low partner performance. The CCHS project will address these issues by establishing clear written protocols, deliverables, reporting timelines, and other expectations at the outset, then maintaining close contact with all partners through regularly scheduled in person meetings and cloud-based communication and data sharing, resolving problems as soon as they arise.

37. The lead service provider is able to build on past organizational experiences and success and disseminate best practices to regional partners

BOSS has 44 years of experience in providing and facilitating innovative and effective services to homeless populations with extensive experience in partnering or as a member or lead agency in collaborative funding activities. BOSS looks forward to forming lasting and effective relationships with Vallejo community providers and relevant Solano County providers and governmental departments. BOSS will insure that members of its Executive Staff, Program Managers, and line staff that have expertise in service provision elements are available to provide **Ground Rounds Training regarding best practices** to other collaborative members, and encouraging other members to provide trainings as well.

38. Vallejo's model for a coordinated homeless strategy becoming the regional standard for comprehensive social services which is shared with other nonprofits and public agencies

BOSS has experience in implementing model programs. Currently, BOSS' **Partnerships in Re-entry Employment Program (PREP)** is the premier employment and rehabilitative services program for Alameda County's re-entry population. BOSS believes that concise policies, protocols, transferable and flexible service delivery elements, consumer input, consistent staff training, use of appropriate evidence-based practices, and comprehensive data collection inclusive of follow-up data are key elements in developing model programs; these are activities at which BOSS has consistently excelled. Through working closely with City of Vallejo staff, the goal of creating a model program is within reach.

39. Services within the City of Vallejo are coordinated through a collaborative effort with existing service providers

BOSS plans to work closely with City of Vallejo staff and existing service providers to develop a model that is unique to the City's needs. BOSS believes that among the existing providers, there is an opportunity for the formation of a comprehensive collaborative. BOSS believes that providing services towards permanent housing is just the beginning of assisting individuals and families along their journey toward self-sufficiency. Participants will face substantial challenges which, without guidance they may easily revert back to homelessness. The challenge and goal of the Vallejo.CCHS Collaborative will lie in developing a strategy which requires cooperation, dedication, and sacrifice in the move toward collective stewardship in combating the social and life issues faced by marginalized populations, which are ultimately the causes of homelessness.

**Building Opportunities for Self-Sufficiency
Vallejo City-Wide Coordinated Homeless Strategy
Implementation Schedule**

Program

Action	Target Dates	Responsible Parties
Meet with City of Vallejo staff to review contract	March 30, 2016	City of Vallejo Contract Manager and staff, BOSS Executive Director, BOSS Director of Programs
Satisfy all pre-requisites with City of Vallejo Staff related to pre-contractual obligation inclusive of executed Memorandums of Understanding with all relevant agencies	April 15, 2016	City of Vallejo Contract Manager and staff, BOSS Executive Director, BOSS Director of Programs
Finalize Lease Agreement with property owner for Site Control	April 10, 2016	BOSS Executive Director, Property Owner
Commence Facility Rehab activities	April 11, 2016-June 15, 2016	BOSS Operations Director and staff, Outside Contractors as needed
Recruit (1) Program Coordinator and (4) Housing Navigators	April 1, 2016-April 30, 2016	BOSS Director of Programs, BOSS Director of Shared Services (HR), BOSS Executive Director
Provide Program Implementation Training to all BOSS CCHS staff	April 15, 2016-June 30, 2016	BOSS Director of Programs, BOSS Clinical Director, BOSS Program Managers and Coordinators
Meet with all perspective partner agencies	April 16, 2016-May 30, 2016	BOSS Director of Program, BOSS CCHS Program Coordinator, Various Vallejo Community-Based Organizations, City of Vallejo Agencies, relevant Solano County staff
Develop a mutual Referral Pathway document to be reviewed by City of Vallejo staff	June 1, 2016-June 15, 2016	BOSS Director of Program, BOSS CCHS Program Coordinator, Various Vallejo Community-Based Organizations, City of Vallejo Agencies, relevant Solano County staff
Establish City's Data Collection requirements	April 15, 2016-June 15, 2016	City of Vallejo Contract Manager and staff, BOSS MIS Manager, BOSS Director of Programs, BOSS CCHS Program Coordinator
Meet with Solano County Homeless Services staff regarding County HUD CoC	June 1, 2016-June 30, 2016	BOSS Director of Program, BOSS CCHS Program Coordinator, City of Vallejo Contract Manager and staff, relevant Solano County staff
Commence service provision activities	July 1, 2016-June 30, 2017	BOSS Director of Programs, BOSS CCHS Program Coordinator, Housing Navigators