<table>
<thead>
<tr>
<th>Critical Time Intervention</th>
<th>Rapid Re-Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transitional Housing</td>
<td>Supported Independent Living</td>
</tr>
</tbody>
</table>

Jamie Almanza, MBA, CEO

Bay Area Community Services
Our mission is to uplift under-served individuals and their families by doing whatever it takes.

BACS envisions a world where all people are healthy, safe, and engaged in community wellness.

Wellness/Prevention | Community | Diversity | Integrity | Innovation | Accountability
In 1953, BACS became one of the very first community-based nonprofits in the Bay Area.

Our founders were ahead of their time, with a mission to keep people out of institutions and connected to their communities.

As the agency grew in size and expertise, we focused on the connections between mental health, housing, and socioeconomic disparities.

Today, BACS is on the forefront of services that reach people in need of support and give them a community to count on.

We do ‘whatever it takes’ to address the pressing issues of our time.
Evidence Based Practices with Houseless Individuals Living in Transitional Housing

1. Overview of Critical Time Intervention

2. Overview of Rapid Re-Housing Fundamentals

3. Description of Integrated Model

4. Using Scattered Site Housing as Permanent Supportive Housing

5. The Evidence
State of Homelessness

Homeless Census Population

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>4,341</td>
</tr>
<tr>
<td>2011</td>
<td>4,178</td>
</tr>
<tr>
<td>2013</td>
<td>4,264</td>
</tr>
<tr>
<td>2015</td>
<td>4,040</td>
</tr>
<tr>
<td>2017</td>
<td>5,629</td>
</tr>
<tr>
<td>2019</td>
<td>8,022</td>
</tr>
</tbody>
</table>

Sheltered/Unsheltered Population

- Sheltered: 21% (n=1,710)
- Unsheltered: 79% (n=6,312)

Duration of Current Episode of Homelessness

- 5% 30 Days or Less
- 24% 1-11 Months
- 63% 1 Year or More
### Recommendations, Thoughts, Barriers

<table>
<thead>
<tr>
<th>Experience</th>
<th>Economics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7%</strong></td>
<td><strong>$500k</strong></td>
</tr>
<tr>
<td>About how many people are getting PSH</td>
<td>Cost per person of PSH (20 year lifespan)</td>
</tr>
<tr>
<td><strong>20%</strong></td>
<td><strong>$14k</strong></td>
</tr>
<tr>
<td>About how many people need PSH at minimum, goes up with time</td>
<td>Cost per person for 1 Year of Rapid Rehousing</td>
</tr>
<tr>
<td><strong>80%</strong></td>
<td><strong>$70k</strong></td>
</tr>
<tr>
<td>About how many people can be housed through Rapid Rehousing Approach with various and more creative strategies such as:</td>
<td>Cost per person for 5 Years of Rapid Rehousing</td>
</tr>
<tr>
<td>- Up to a Year of Support</td>
<td><strong>$30k</strong></td>
</tr>
<tr>
<td>- Up to 3-5 Years of Support</td>
<td>Cost per person for 10 Years of Shallow Subsidy @ $250/mo</td>
</tr>
<tr>
<td>- Needs Long Term Shallow Subsidy ($100-$500 a month)</td>
<td><strong>$100k</strong></td>
</tr>
<tr>
<td>BACS Bought 9 Houses in Last 15 months – 54 Permanent Housing Units Created. Cost: $100k per bedroom</td>
<td>Cost for 1 Bedroom of Lifetime Permanent Housing</td>
</tr>
<tr>
<td><strong>9</strong></td>
<td><strong>$100k</strong></td>
</tr>
<tr>
<td>Cost per houseless person per year to the System</td>
<td><strong>$100k</strong></td>
</tr>
<tr>
<td><strong>$25k</strong></td>
<td>Cost per person for Navigation Center with permanent housing outcome</td>
</tr>
</tbody>
</table>
Modified CTI services within Transitional Housing are designed to provide caring support (case management) and housing support services to increase individuals success in transitioning from homelessness to housing.
OVERVIEW OF CTI

Intense Period of Engagement
Assessment
Choose Areas of Treatment
Begin Linkages

Less Frequent Meetings
Adjusting & Monitoring the Linkages

Finalizing Linkages
Adjusting & Monitoring the Linkages
Termination

Phase I
Transition Engagement

Phase II
Try Out

Phase III
Aftercare
“Critical Time” is when an adult transitions to Transitional housing from houselessness. At this time, participants can fall through the cracks, but also this time creates a “window of opportunity”:

- Typically categorized by energy & renewed sense of hope
- Person is more amenable to trying new things
- Barriers to stable housing can be identified and removed
- Opportunity to start establishing life-long connections to the community
Characteristics of CTI

- It is time limited
- Occurs in 3 phases with decreasing services intensity over time
- Focused on a few areas of treatment at one time
- Team based
- Utilizes community linkages
- Works with gradual change (harm-reduction and motivational interviewing approach to behavior change)
CTI Stance

- listen non-judgmentally
- actively advocate for the participant
- focus on the individual’s needs and desires
- remain available to person while supporting autonomy
- have empathy for the person (includes picturing his or her hopes & dreams as well as experiences that have made these hard to realize)
- be flexible when helping establish his/her goals
- be consistent (follow through on what you say)
Supported Independent Living Co-Ops

We buy homes where the entirety of a six-bedroom house costs less than ONE newly built affordable housing studio.

We are ready to move people in within 30 days – not 10 years.

Therefore, for the price of ONE unit of affordable housing, BACS can move SIX people off the streets permanently.
At our SIL sites, BACS helps individuals who would otherwise be houseless or otherwise unable to live alone due to mental health or physical health complications. Rather than living on the streets, or being institutionalized, which is harmful for the individual and our community, participants get to live safely and healthily in the community of their choice.

Tenants hold long term leases, and because BACS in the landlord, we are more attuned to typical behavioral issues that tend to cause them to be evicted and return to homelessness.
Important to BACS is that this is not typical “shared housing” – each individual has their own bedroom, and their own lock & key. Residents share communal areas (kitchens/bathrooms).

Each resident is paired with a Care Coordinator who helps them build independent living skills through job support, benefits assistance, mental health support, financial assistance, job support, group activities, and money management.
BACS puts down the purchase price

We are tax exempt so there is no property taxes.

Houses are generally move-in ready and have averaged approx. $530,000 per home.

We are able to close in 30 days.

Clients pay us rent at an affordable rate (on average between $300-600 a month)

Capital reserve from rents

Staff is paid for through services contracts (1:40 staff to client ratio)
In 15 months, BACS purchased 9 homes – and created 54 separate units of affordable, permanent housing with support for our unhoused community members.
Outcomes

- 80% of individuals have left our Transitional Housing Model to Permanent Housing
- 2 Years Later, 82% were still not homeless
- BACS Supported Independent Living Models have 98% Housing Retention Rate
- Longest Person that has lived in our SILS is 28 years
Bringing It All Together

Transitional Housing can have a focus on rapid skill-building and used as an Engagement Phase while someone is living in a Transitional Housing Program. CTI Calls this Phase “Engagement”.

When someone moves out, they can move in to various housing settings such as their own apartment, living with family and friends, living in subsidized housing with or without support, or living in shared housing such as the BACS SIL Model. The next Phase of CTI is called “Trying It Out”.

Once someone is stable (that could look like paying their rent, going to work, having meaningful activities, relying less on substances to get through the day, Activities of Daily Living, etc.) they are ready to transition out of care. This Final Phase of CTI is called “Aftercare”.

This model works for about 80% of the Unhoused Population. For the remaining 20%, this model is not indicated.