

# Letter from Leadership



To the Whatever It Takes community,

The story of this year – of this report – is “whatever it takes” to uplift our community. So many people come to BACS because they have been failed by the systems of behavioral health care, housing, and criminal justice. But our ethos runs deep. We do not give up on people, no matter their need or trauma. The story of this year is perseverance through hardship, and collaboration creating change.

This was a year of profound struggle; and yet, the BACS Community – all of you reading this report – stepped up to the plate.

- ♥ **A movement** of public, private, corporate, and individual donors who contributed their own resources to reclaim homes for community benefit and create affordable housing for unhoused neighbors.
- ♥ **Hundreds of team members** who kept up with changing CDC recommendations to keep the people we serve safe, without skipping a beat to wrap around each individual to help meet their unique housing, behavioral health, and community needs.
- ♥ **Volunteers of all ages** who made Homes in a Basket, assembled hygiene kits, sewed masks, and delivered meals to our “housing fast” sites.
- ♥ **Our board of directors** who volunteered their governance and time to keep our agency strong, prepared, and ready to respond to the next crisis.
- ♥ **Advocates** who made their voices heard to help get BACS into their neighborhoods, meet an emerging need, and reach people who need the most support.
- ♥ **Partners being served** by one or more of our 46 programs, who engaged with our team to meet their unique needs, achieved personal goals of housing, wellness, and employment, and who are determined to achieve stability with the help of our community.

# Letter from Leadership

Of most importance to report – BACS did not shutter during COVID. We stayed on the streets, in our offices and crisis centers, and in the community. **The people we serve cannot “remote in” to get the help they need.** So I, and our 420 team members, came to work every day. We showed up.

Our participants often do not have an address, or transportation, or even a cell phone to connect, so we need to be where they are, or ready to find them, so we can help them get their basic needs met; whether it is signing up to benefits; buying a meal or pair of shoes; or paying for rent to get them off of the streets and under a safe roof.

You will read in the following report our unparalleled progress towards ending homelessness; supporting those with the direst needs; towards our vision of a world where all of us can walk down the street and do not see a fellow neighbor – community member – living outside.

I am asked every day – do people want to live outside? **Do they want to be homeless? My resounding answer is no!** Would you want to ever live outside? I am convinced, if you are reading this, your answer is no. And I ask you to see yourself in your unhoused neighbors. **Because all of them can say, “I never thought it would happen to me.”**

Think about what would happen if you lost your resources. A medical emergency that insurance does not cover; losing a loved one; losing a job. Your friends and family would help. But if you couldn't get on your feet, one day you will have overstayed your welcome at the last person's home. That is what happens to our unhoused neighbors.

Then imagine if you had to survive on the streets. How do you protect yourself and your things? When do you sleep? Where do you shower? Who do you trust? Consider what your days and nights would look like, and then you will understand the effects of trauma.

We are united in the pursuit of true justice and meaningful change. And still, we have to break the stigma. I urge you to think about why the majority of people living outside are our community of members who have been discriminated against generationally. Those who have had their families and communities pillaged over time.

And then imagine what you could do to make a difference. My report to you is for a call to action as you review our Annual Report for last fiscal year. Every day, thousands of people are going above and beyond to support BACS, and help us fill the cracks in our social safety net.

**Please, tell your friends, family, neighbors, boss. Tell them about BACS if they need help – and tell them about BACS if they can help.**

In peace,

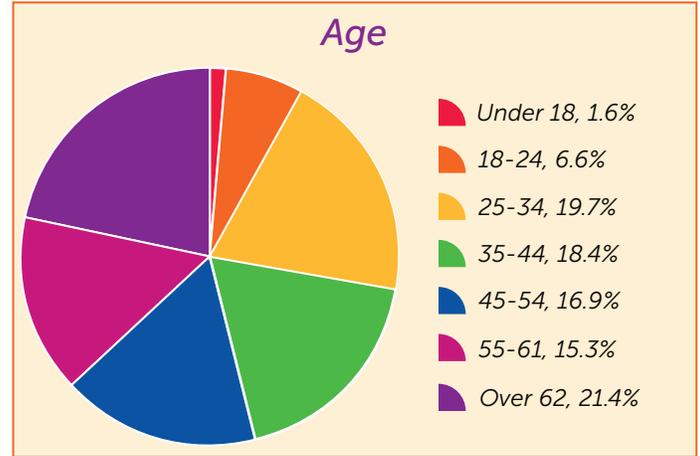
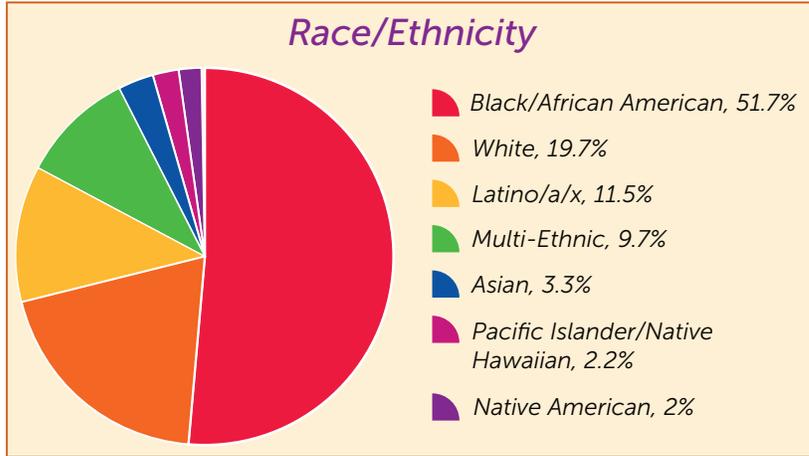


Jamie Almanza, MBA, CEO



# Who We Served

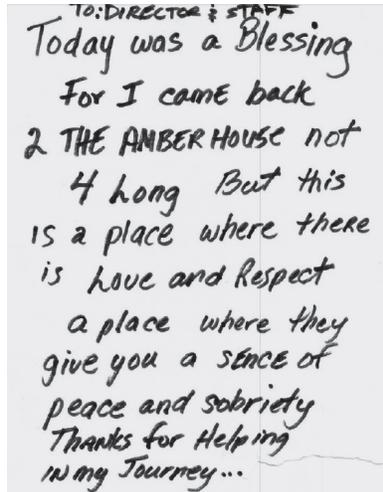
This year, BACS provided services to 14,699 unique individuals. The people we help are experiencing behavioral health challenges, housing insecurity and/or homelessness, and other complex needs. Our clients live in 54 cities and speak 14 languages other than English.



## Snapshots of our Work



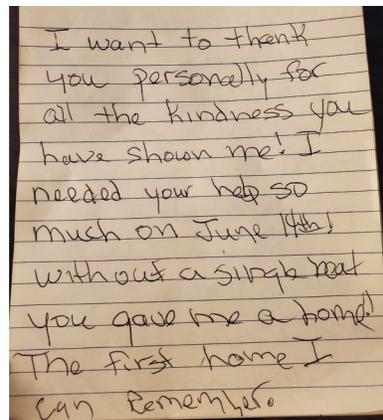
A formerly unhoused client at our Project Roomkey site made bird houses for staff "to represent the little house you gave me" during the pandemic.



Christmas Eve 2020, volunteers from Lambda Chi Chi sorority Nurses Society organize and serve a holiday meal to residents at our Housing Fast site.



Golden State Warriors & Kaiser Permanente bring farmer's market fresh produce for hundreds of BACS clients.



Client in his new apartment, signing his lease after struggling to get housed and manage his health for many years.

# Year in Review

## Project Roomkey: Creating Safe Spots to “Shelter in Place”

Project Roomkey was a key feature of COVID response in California, and BACS was asked to operate four total hotels in San Francisco and Contra Costa County. Within two weeks, BACS got more than 200 people indoors. In the first year of COVID, BACS helped more than 800 unhoused neighbors “shelter in place.”



Now, BACS is providing intentional care to get the people we served into permanent housing, rather than falling back to homelessness. More than 205 people have moved into permanent housing so far.

## Project Homekey: Reclaiming Neighborhoods

As 2020 went on, the State of California turned Roomkey into Homekey, setting aside funds to create permanent housing. BACS was awarded \$10 million to buy houses, and with additional partnership from Crankstart, added 142 units to BACS’ unique housing co-living model - which we started in 1973 and now serves more than 200 people.

Project Reclamation is our unique, neighborhood approach to ending homelessness. Each individual has their own bedroom. Each home is a micro-community, often in neighborhoods where residents grew up, that residents can feel proud of - with ongoing supportive services.



## Where Everybody Belongs



This year, Towne House hosted weekly Wellness & Community Summer events to uplift, honor, heal, and celebrate the spirit, struggles, and strength of our community in an empowering, affirmative space where all neighbors – housed or unhoused – are welcome. While we welcomed community members in for the event’s resources (food trucks, fresh-made juices, massages), we are welcoming them in to a support hub that they can come back to and get connected to the services that will have long-term impact – psychiatry, wraparound care, housing support, and more.

## Advocating for Clients’ Health

“Hospital without Walls” describes the BACS full service partnership (FSP) programs, helping 400 of the most vulnerable people in Alameda County with comprehensive mental health services, financial and benefits support, medical care coordination, and integrated housing support. It is the highest level of mental health and “wraparound” support you can get in a community setting.

When vaccines came available, we advocated with local governments to prioritize the people we serve, and are excited to share that more than 50% of our older adult FSP partners got vaccinated as soon as it was available.



# Year in Review

## More than 5,000 Families Kept their Housing



The goal was 250 households per year - but since late 2018, 5,671 Oakland families have stayed in their housing thanks to Keep Oakland Housed. BACS and partners prevent homelessness before it starts through supportive services, emergency financial assistance, and legal services.

## Housing Fast through Navigation Centers

BACS is also celebrating eight years of providing short-term housing, where our team keeps a determined focus on long-term housing in the community. Since we opened our first site in Oakland in 2013, we have consistent impact:



- ♥ BACS has housed more than 1,500 people from our interim housing sites
- ♥ 80% of the people we serve exit to permanent housing
- ♥ 6 months is the average stay at the program
- ♥ 96% remain housed after one year, the majority without ongoing subsidies or vouchers

## Reaching Monterey Bay: SHARE Center in Salinas



In an expansion of our Housing Fast / Navigation Center model (and bringing a whole new meaning to “Bay Area” Community Services), we opened the SHARE Center. The SHARE Center has room for 100 people, including family rooms. Homelessness does not stop at a city’s edge, so BACS takes a grassroots, regional approach to solving the housing crisis – we want “housing first” to succeed regionally.

## Peer Health Navigators

Health challenges can be hard to navigate alone. The American Heart Association and Lambda Chi Chi Nurses Society teamed up with BACS to empower the people we serve - training them as Community Health Ambassadors to improve health and wellness of our community. Peer Health Navigators co-facilitated health fairs, and helped get more housing insecure people engaged in their health & wellness.



## Housing Dedicated to Ending Homelessness: RBG House



Thanks to partnership from the Menorah Park Community Impact Fund, BACS purchased our first-ever co-living site in Contra Costa County. We began our search for the perfect home just days after Supreme Court Justice Ginsberg passed away in 2020, and honored her legacy and commitment to equality and justice by naming this the Ruth Bader Ginsberg House.

The “RBG House” will be a permanent home for 5 people who would otherwise be homeless due to behavioral health challenges or other complex needs, including people re-entering the community from prison/jail, with a focus on vulnerable older adults.

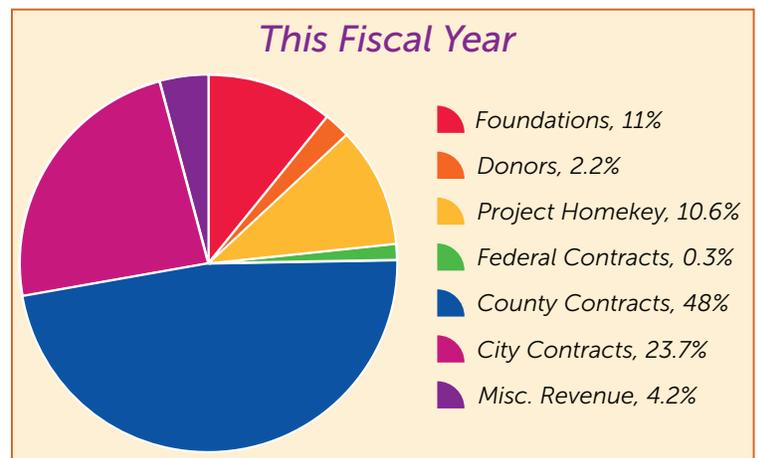
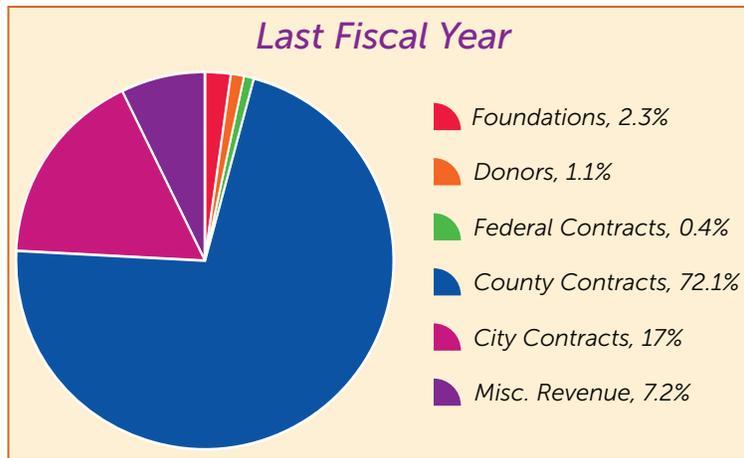
# Financial Report

This fiscal year (7/1/2020 - 6/30/2021), BACS' budget was \$77,379,780. Last fiscal year (7/1/2019 - 6/30/2020), BACS' budget was \$57,193,755 - a 35% increase.



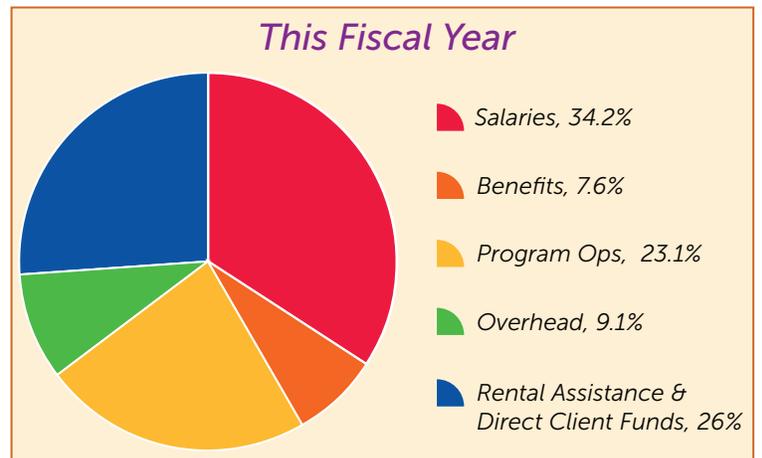
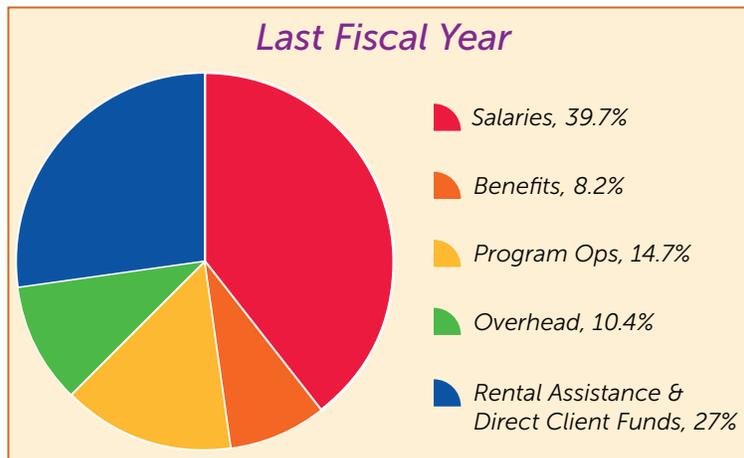
Every year that BACS grows, it is because the level of need in our community is rising. As an historical agency with comprehensive expertise in behavioral health and housing solutions, it is our founding commitment to do "whatever it takes" to meet the needs of our community. We are growing intentionally and ethically, hiring locally and hiring people with lived expertise, and bringing person-centered care to every community where we work.

## How Our Work is Funded: BACS Revenue



As BACS looks to continually strengthen our agency, we are diversifying our funding sources to better meet the needs of each person we serve, while ensuring the best use of our community's resources.

## How the Budget is Used: BACS Expenses



This year, BACS spent \$20,146,306 on clients direct needs, including food, clothing, medical expenses, rental assistance, security deposits, and move-in assistance. We use funds flexibly to meet individual needs, breaking individual barriers preventing the people we serve from being healthy, safe, and housed.

# Community Support

We are extremely grateful for the generosity of all our donors, and the support of our volunteers and community partners - our work is made possible thanks to you.



*Boy Scout Troop 125 and Kids Bike Lane assembled and donated bikes.*



*Jaime Zepeda builds "Homes in a Basket"*



*Mehta family celebrate Tia's 11th birthday donating hygiene kits.*



*Full cookware sets donated by BASIS Independent Jr. Honor Society.*



*Girl Scout Troop 33188 install free solar charging station at BACS.*

## BACS thanks:

Crankstart • San Francisco Foundation • Tipping Point Community • Walter and Elise Haas Fund • Enterprise Community Partners • Kaiser Permanente • Troper Wojcicki Foundation • United Way Bay Area • Sutter Health • Ilene Wenreib Estate • Barbara Macauliffe • New Venture Fund • Charles Mintz • Hull Family Foundation • Shipley Foundation • Nikola Filby • Amazon • Nancy P. and Richard K. Robbins Family Foundation • Wells Fargo Foundation • Sameer Samat • Sisters of the Holy Family • Roger Tong • Dennis and Marcia Elchesen • Sauyeh (Sai) Jahann • East Bay Foundation on Aging • Thomas Mayhew and Matti Fromson • Bessemer Trust • Dominican Sisters of Mission San Jose • Mary Jane Dean • Jewish Community Federation • John Steinfirsh and Sharon Collins Family Fund • Marjorie Follette • Sweet Maria's Coffee • Sophie Westover • Jovan Yglecias • Paul Bickmore • Philip Soffer and Samantha Cooper • Neil Berrett, Standard & Strange • David Stoloff and Susan Klee • Marin Community Foundation • Apple Matching Gifts • Google Matching Gifts • Quinn Lung • Oakland A's • Dan Sanguinetti • Benjamin Blake • Michael Ward • John and Romer Stevenson • Glenn Batchelder • Kristine Saryan • Hok Min Lie • Len Nathan • Jamie Bramwell • Michael Hannigan, Community Benefit Corporation • Kathie Jacobson • Martha Gardiner • Donald and Betty Stone • Jeremy Woodburn • Eric Dyce • Melissa Goldstein • Michael Bush • Lake Merritt Hotel Residents • Rena Rickles • Alistair McElwee and John Gooding • Porsche Gordon • Zoe and Ivan Sifrim • Alexander Teran • Debra Goldentyer • Armando Pastran Jr. • Gary Bramwell • Salesforce Matching Donations • Paypal Matching Donations • Zachary Alexander • America's Best Local Charities • Bob Dinetz • Cynthia Long • Irene Banwart • Opal Holley • Bhima Sheridan • Karin Cooke • Brittney Vinculado • Lauren Salvo • Robert Miller • Harold Appleton • Eric Steel • William and Carolyn Ahern • David and Evelyne Lennette • Medtronic YourCause Matching Gifts • Timothy Walters • Kramer-Palangio Fund • Anat Shenker • Judith Bloom • Warren and Karen Bird • Pam Dernham and Gregory Linden • Richard Manalang • John and Sandra McGonigle • Jean Taylor • Kennedy Richardson • Linda Dow and James Morgenstern • Jaime Zepeda • as well as more than 566 donors and families who made meaningful contributions and made our work possible. This year, and these successes, would not have been possible without each of you.

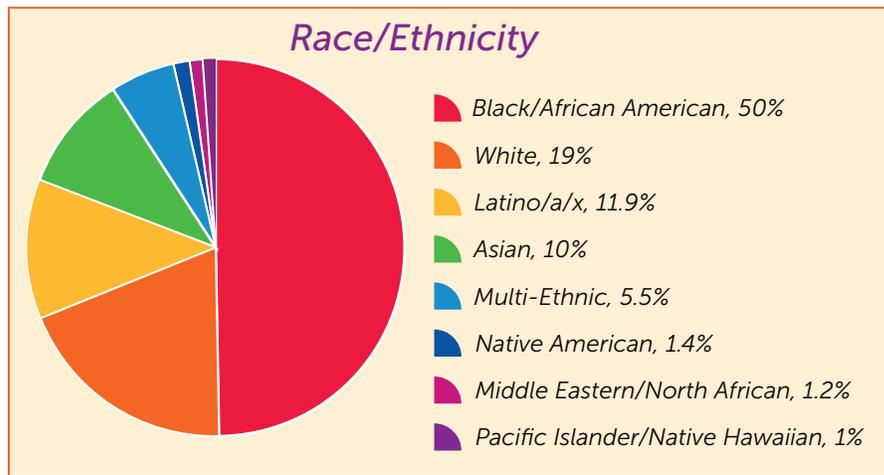
# Our Team

This year, BACS' 420 team members brought our "whatever it takes" mission to life. COVID-19 was a shock to the system of care, and as many of our partner providers reduced services or went online-only. BACS committed to keeping our services in-person.

BACS services are individualized based on need, which means that our staff are everywhere – in encampments, going to client residences and meeting through windows or outdoors based on the client's request, in hospitals to help clients discharge from physical or mental health crises to somewhere safe, and on the phone and on video calls.



*"The staff here grew on me like family. They have been there on a personal & professional level, and I have healed dramatically in multiple ways being here... no words can explain my love & respect for them."*  
 - client feedback from our San Mateo Respite program



Our staff are *from* the community and *for* the community. Our team is predominantly black and indigenous people of color, including 62% of our leadership team.

Over 50% of our staff identify as people with lived expertise - of mental health challenges, homelessness or housing insecurity, incarceration, and other complex challenges in their life - throughout all levels of the organization.

## Board of Directors

BACS is governed by an independent Board of Directors. Everyone in our organization is committed to our mission: to uplift under-served individuals and their families by doing whatever it takes.

We are a 501(c)3 non-profit. Our volunteer Board members guide BACS activities, in accordance with our mission, vision, values, and in compliance with all regulations and best practices.



# Our Direction

BACS released our Strategic Plan, for 2021-2023, and these initiatives are currently underway. BACS' participants, board members, funders, staff and community supports partnered together to understand systemic gaps, individual needs, and agency strengths/opportunities. As we set our strategic priorities, we heard from thousands of community members of their struggles – generational poverty, inequitable policing, racism, disability, injustice, trauma.

Systemic oppression prevents the people BACS serves from being healthy, safe, and housed. Our community is calling out for freedom – this strategic plan is our response.

## Strategy #1 - Breaking Barriers is the response



We will lead local and regional collaborations to reach shared goals, without duplicating resources.

We will advocate for the services we know work - and the funding to make it happen - with government and funding partners.

We will bridge the gap between mental health and housing care, and help the “whole person” no matter what they need.

## Strategy #2 - Neighborhoods are the response



We will bring our expertise in deep-rooted, integrated housing, clinical, and behavioral health services to meet community needs.

We will create and expand housing options for un-housed community members.

We will reclaim neighborhoods for community benefit by purchasing housing dedicated to ending homelessness.

## Strategy #3 - Community Justice is the response



We will work with legislators, funders, and justice institutions to end the cycles of incarceration and institutionalization. We will provide and support services that decrease reliance on police.

We will fight displacement and gentrification by preventing homelessness before it starts and preserving housing for people in need.



## Our Mission

Our mission is to uplift under-served individuals and their families by doing "whatever it takes."

## Our History

Bay Area Community Services (BACS) was founded in 1953 when a council of churches and advocates came together to respond to the growing needs of elders and people with mental health issues.

As the agency grew in size and expertise, we focused on the connections between mental health and lack of affordable housing. By 1965, BACS was targeting rising homelessness around our community. Over the last 68 years, BACS has provided supportive services to more than 100,000 people.

For decades, BACS has steadily grown throughout Northern California to meet the rising needs of communities.

## Our Future

This year was an especially challenging one. For the people we serve, for our staff, and for the whole community. But there is clarity that accompanies crisis – our society seeing clearly the previously unseen and ignored needs of people invisibly struggling; our agency seeing clearly what we can do to intervene; our staff sharing a deeper sense of community and purpose. There is not room in our social safety net for crises like this, and we need to work together diligently and vocally to create change. We need to prepare for future crises by addressing today's systemic issues.

BACS is going to keep doing "whatever it takes" to meet the needs of our community. *Here's how you can help make sure neighbors are healthy, safe, and housed next year and beyond:*

- ♥ Let your elected officials know that you want more funding & support for mental health & housing programs in the community;
- ♥ Donate to BACS by mail or online;
- ♥ Ask your employer to match your donation to BACS;
- ♥ Volunteer to create a "Home in a Basket" (great for kids!) for people moving from homelessness into housing;
- ♥ Make a lifetime impact with a legacy gift in your will;
- ♥ Pick up a gift card of any amount for next time you are at a grocery or department store, to help the people we serve get interview clothing, a hot meal, or other needs met.

## Our Vision

We envision a world where all people are healthy, safe, and engaged in community wellness, with access to quality housing.



*Community meeting of BACS advocates in 1997*