

# LANE COUNTY PUBLIC SHELTER FEASIBILITY STUDY: FINAL REPORT PRESENTATION

Technical Assistance Collaborative

January 22, 2019

# Presentation Overview

1. Background & Methodology
2. Assessment of Current System
3. TAC Recommendations
4. Implementation- Next Steps

# BACKGROUND & METHODOLOGY

# Background & Methodology

- TAC began work in March of 2018
- Methodology:
  - *Data & Information Collection*
  - *Stakeholder Interviews & Meetings*
  - *Analysis & Assessment*
  - *System Map Development*
  - *Recommendations & System Modeling*
  - *Final Report*

# ASSESSMENT OF CURRENT SYSTEM

# Assessment of Current System

- High number of Unsheltered
  - *Single Adults account for 83% of homeless population and 89% of unsheltered population*
  - *2018 PIT Unsheltered: 53% CH, 38% SMI, 30% SUD*
- System Capacity Issues
  - *Limited Street Outreach, Limited Diversion, No low-barrier shelter beds, Inefficiencies in CES, Under-Utilization of Existing Resources, Limited Tenancy Supports*
- External Challenges
  - *Demographics, tight rental market, high number of newly homeless*

**LEGEND**

**Populations:**

- Family
- Individual
- Youth
- Veteran
- Domestic Violence Provider

**Housing Types:**

- Permanent Housing
- Transitional Housing
- Emergency Shelter
- Coordinated Entry

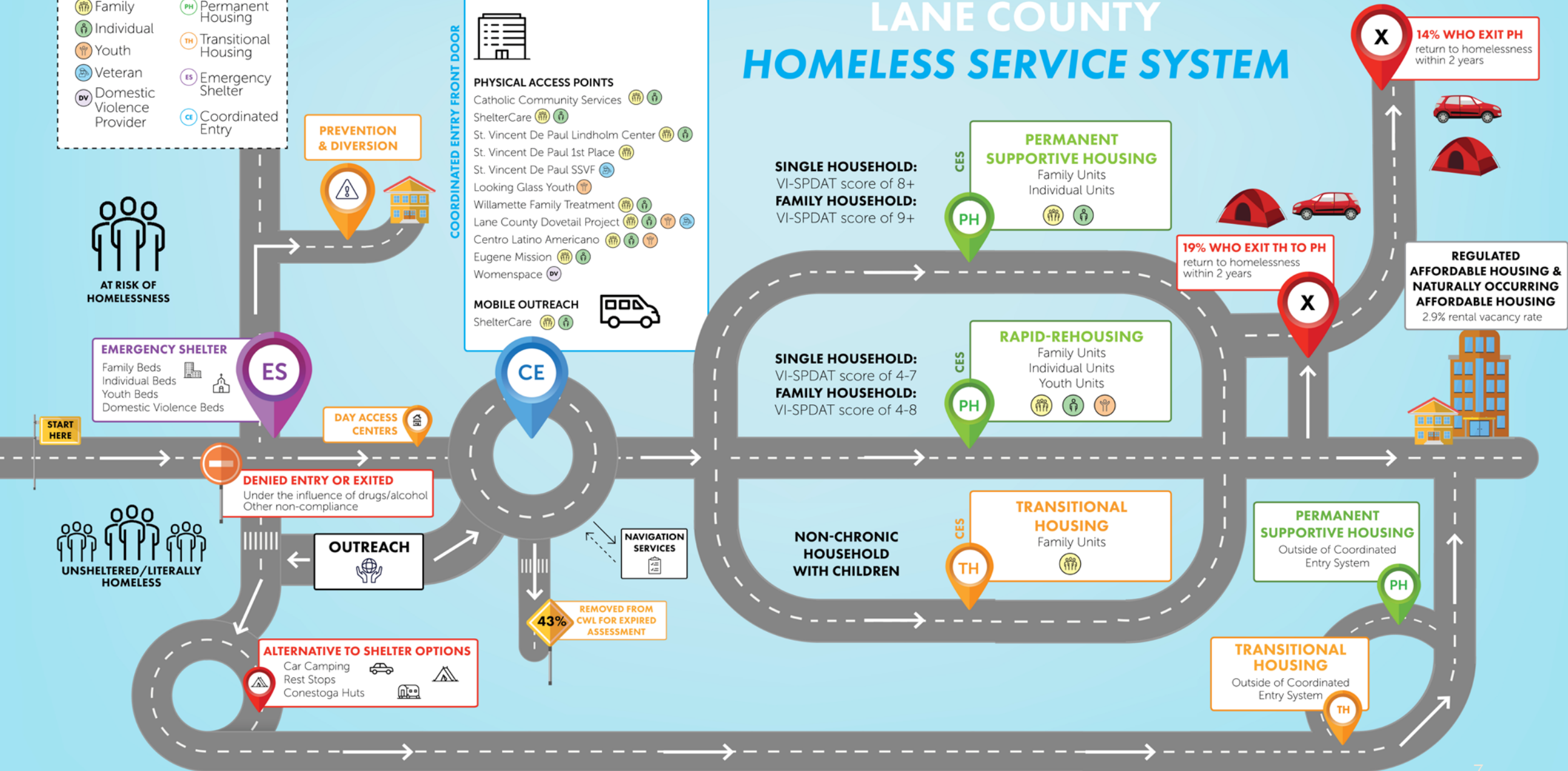
**PHYSICAL ACCESS POINTS**

- Catholic Community Services
- ShelterCare
- St. Vincent De Paul Lindholm Center
- St. Vincent De Paul 1st Place
- St. Vincent De Paul SSVF
- Looking Glass Youth
- Willamette Family Treatment
- Lane County Dovetail Project
- Centro Latino Americano
- Eugene Mission
- Womenspace

**MOBILE OUTREACH**

- ShelterCare

# LANE COUNTY HOMELESS SERVICE SYSTEM



# TAC RECOMMENDATIONS



# 10 Key Recommendations

1. Expand & Better Coordinate Outreach
2. Expand Diversion & Rapid Exit Services
3. Expand & Better Coordinate RRH
4. Create additional PSH & Increase Utilization
5. Implement Effective Move-On Strategies
6. Expand & Increase Utilization of Tenancy Supports
7. Increase Effectiveness of Coordinated Entry
8. Create Centralized/Coordinated Landlord Management
9. Training of Best Practices
10. Add Low-Barrier Emergency Shelter

# Expand & Better Coordinate Outreach

- Minimum of 5 FTE Outreach Workers & 1 FTE Outreach Coordinator/Manager
- Redesign to coordinated system-wide approach with Outreach connected to CE, ES, and other housing opportunities
- Increase use of mobile technology with HMIS and other data gathering capabilities
- Create annual flexible fund to assist in outreach provision



# Expand Diversion & Rapid Exit Services

- Add 6 FTE Diversion Specialists & create fund for diversion financial resources
- Diversion Specialists should be located at ES and other crisis service centers at key times of day/week
- Financial Assistance should be highly targeted with detailed protocols for distribution
- System-wide diversion training for direct care practitioners



# Expand & Better Coordinate RRH

- Use RRH Resources as a system-wide intervention not constrained to any one provider
- Create system-wide written standards & expectations focused on highly vulnerable HHs and flexible, progressive financial assistance
- System-wide landlord outreach & relationship management
- Robust training & expectations on Housing First Model
- Incorporate four dimensional tenancy supports
- Consider additional funds to serve additional HHs and promote private market rental connections



# Create additional PSH & Increase Utilization

- Add 350 new PSH units through new development or through tenant-based and project-based subsidies
- Increase utilization of existing PSH resources
- Require all PSH referrals conducted through CES to ensure most vulnerable are served
- Ensure proper training and tenancy supports in place
- Ensure provider coordination with system-wide landlord outreach & relationship management
- Focused effort to leverage reasonable accommodations
- Consider Increase of PHA Payment Standard



## Implement Effective Move-On Strategies

- Identify opportunities in PHA portfolio and other subsidized multifamily developments for move-on units (tenant-based or project-based)
- Develop process for identifying and transitioning households from CoC and other funded PSH into Move-on units
- Ensure mechanism for tracking units and maintaining tenant housing stability



## Expand & Increase Utilization of Tenancy Supports

- Ensure providers are able to effectively provide and bill for tenancy supports
  - *As part of proposal/application review, consider the level of services provided (pre & post tenancy)*
  - *Housing First approach with services offered focused on obtaining and maintaining housing*
- Require system-wide training & capacity development on service delivery & best practices



## COORDINATED ENTRY CHANGES

# Increase Effectiveness of Coordinated Entry

- Ensure all dedicated homeless units participate in CE
- Add 2 county-level FTE assessors with walk-in and phone capacity
- Create strong housing navigation systems with 2-3 FTE navigators
- Use single CWL for PSH & RRH
- Implement phased assessment approach
- Establish case conferencing process among outreach, navigators and other CE staff
- Ensure coordination of CES and other system-wide activities (outreach & landlord engagement)





# Create Centralized/Coordinated Landlord & Housing Partner Management

- Add 2 FTE Housing Partner Coordinators
- Establish a By-Name Landlord Management Tool
- Implement Housing Partner Handbook outlining basic expectation of housing providers
- Hold quarterly service provider & landlord case conference system
- Use effective marketing and social media strategy to recruit, inform, and highlight strong partnerships
- Create risk mitigation fund



BEST PRACTICE TRAINING

## Training of Best & Promising Practices

Establish a training and professional development protocol

- *Housing First, Progressive Assistance, and Client Choice*
- *Rapid Re-housing Practices*
- *Coordinated Entry*
- *Tenancy Supports & Case Management*
- *CoC Start Up Trainings*
- *HUD Webinars*
- *SSVF Training & Materials*
- *New Staff Orientation*
- *SOAR*



## Add Low-Barrier Emergency Shelter

- Develop new year-round low-barrier emergency shelter to serve 75 people nightly targeted to unsheltered single adults
- Should incorporate attributes of current navigation center models
- Shelter Considerations:
  - *Land/Property Used*
  - *Location*
  - *Shelter Structure: lay-out/design, accessibility, cost*
  - *Operations: Principles, Hours, Population, Services, Dedicated Housing Resources, Staffing Structure, Evaluation & Performance Measurement*

# Impact of Recommendations

- A low-barrier emergency shelter alone will not decrease overall literal homelessness among single adults
- System-wide changes are necessary to have a noticeable impact on unsheltered homeless population
- TAC system modeling:
  - *If no changes occur across system, homelessness among single adults (sheltered and unsheltered) will continue to rise*
  - *With addition of 75 low-barrier ES beds, unsheltered single adult population will drop minimally and overall homeless will continue to increase*
  - *With addition of ES beds and implementation of system-wide recommendations, there is potential to dramatically reduce unsheltered population within a 3-year timeframe*

# Next Steps for Implementation

- Identify Implementation Team including one person responsible for coordination of overall effort
- Outline specific action steps/tasks, responsible entities and timeline to achieve each goal/recommendation
- Create internal tracking mechanism of progress and provide quarterly updates to appropriate parties
- Focus on moving effort forward and avoid getting stuck on process

# Action Plan Template

Goal #1 - Expand & Better Coordinate Outreach						
Strategy 1.1: Hire 5 FTE Outreach Workers & 1 FTE Outreach Coordinator & Manager						
Action	Responsible Party	Others Involved	FY19 Goal	FY20 Goal	FY21 Goal	Resources \$\$\$
Identify funds to pay Outreach Salary Costs	Lane County		Secure funding for 2 Outreach Workers & 1 Outreach Coordinator	Secure additional funding for remaining 3 Outreach Workers	Maintain funding	
Create Job Descriptions for all new Outreach Positions & Post Job Openings	Lane County		Develop job descriptions & Post on Lane County Site once funding secured			
Hire Additional Outreach Staff	Lane County		Interview & hire 3 Candidates	Interview & hire remaining 3 candidates		
Strategy 1.2: Obtain Mobile Technology with HMIS embedded						
Action	Lead Agency(s)	Others Involved	FY19 Goal	FY20 Goal	FY21 Goal	Resources \$\$\$

# QUESTIONS AND DISCUSSION



# Motions to Consider



1. Adopt the Technical Assistance Collaborative Report.
2. Direct the County Administrator and City Manager to establish framework and plan for implementing TAC report recommendations.
3. Establish a steering committee to guide the planning and implementation of the recommendations. The committee will be comprised of
  - a. Two elected officials from each jurisdiction  
(two from Lane County & two from the City of Eugene)
  - b. Lane County Administrator and City Manager
  - c. Executive Representative from the Poverty & Homelessness Board (PHB)

The steering committee representatives will provide framework and implementation action plan to elected officials of each jurisdiction by May 1, 2019.



# Tac IMPLEMENTATION STRUCTURE

