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
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
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
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
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

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<thead>
<tr>
<th>Action</th>
<th>Responsible Party</th>
<th>Others Involved</th>
<th>FY19 Goal</th>
<th>FY20 Goal</th>
<th>FY21 Goal</th>
<th>Resources $$$</th>
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<tbody>
<tr>
<td>Identify funds to pay Outreach Salary Costs</td>
<td>Lane County</td>
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<td>Secure funding for 2 Outreach Workers &amp; 1 Outreach Coordinator</td>
<td>Secure additional funding for remaining 3 Outreach Workers</td>
<td>Maintain funding</td>
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<td>Create Job Descriptions for all new Outreach Positions &amp; Post Job Openings</td>
<td>Lane County</td>
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<td>Develop job descriptions &amp; Post on Lane County Site once funding secured</td>
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<td>Hire Additional Outreach Staff</td>
<td>Lane County</td>
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<td>Interview &amp; hire 3 Candidates</td>
<td>Interview &amp; hire remaining 3 candidates</td>
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#### Strategy 1.2: Obtain Mobile Technology with HMIS embedded

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<th>FY20 Goal</th>
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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

STEERING COMMITTEE
2 County Commissioners
2 City Councilors
City Manager
County Administrator
Poverty and Homelessness Board Executive

EXPAND AND COORDINATE STREET OUTREACH
Lead

EXPAND DIVERSION & RAPID EXIT STRATEGIES
Lead

EXPAND AND COORDINATE RAPID REHOUSING
Lead

350 UNITS PERMANENT SUPPORTIVE HOUSING
Lead

MOVE ON STRATEGIES
Lead

TENANCY SUPPORTS
Lead

COORDINATED ENTRY CHANGES
Lead

LANDLORD PARTNERSHIPS
Lead

BEST PRACTICE TRAINING
Lead

75 BED EMERGENCY SHELTER
Lead