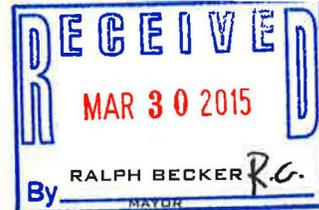


SALT LAKE CITY CORPORATION
DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
OFFICE OF THE DIRECTOR



SCANNED TO: *Mayor*
SCANNED BY: *Rachel*
DATE: *3-30-15*

CITY COUNCIL TRANSMITTAL

David Everitt, Chief of Staff

Date Received: 3/30/2015

Date sent to Council: 4/1/2015

TO: Salt Lake City Council
Luke Garrott, Chair

DATE: April 7, 2015

FROM: Mary DeLaMare-Schaefer, CED Deputy Director

SUBJECT: Update on Homeless Services and Projects

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COUNCIL SPONSOR: N/A

DOCUMENT TYPE: Briefing - Information only

RECOMMENDATION: No action necessary

BACKGROUND/DISCUSSION:

Staff will give City Council an update on homeless services and projects. Since staff last briefed City Council in February, progress has been made on implementing each of the 6 Point Strategies:

- House 20
- Housing First
- Day Services
- Location of Homeless Services
- Safety
- Pioneer Park

The main subject of the briefing will be an update on the Homeless Services Site Evaluation Commission. The Commission held its second meeting on March 20. At the meeting, the Commission received draft Community Commitments and Values and a summary of “Factors for Success”. These statements are based on meetings with Commission members, other interested community members and over 100 homeless services clients. The Community Commitments and Values will be finalized at the next Commission meeting, May 15, 2015. A public input session will be held April 29, 2015 to ensure additional input on the draft before it is finalized.

Staff will also briefly review the six case studies produced to compare Salt Lake City homeless services to other service models:

- PATH Mall, Los Angeles
- Bud Clark Commons, Portland, Oregon
- Central Arizona Shelter Services, Phoenix
- Haven for Hope, San Antonio
- New York City Homeless Services
- Denver Homeless Services

Finally, staff will discuss with City Council the projected timeline for the Homeless Services Site Evaluation Commission.

In addition to updating the City Council on the Homeless Services Site Evaluation Commission, staff will update City Council on the progress of implementing the other strategies. Updates will include:

- Development of permanent supportive housing
- New locker programs
- Holiday foot patrol report

Enclosed are the following attachments:

1. Draft Community Commitments and Values Statement
2. Homeless Services Site Evaluation Commission Factors for Success
3. Homeless Services Site Evaluation Commission Case Study

Community Commitments

- We recognize that the **status quo** regarding homeless facilities **is not acceptable**.
- Our community has a continuing and growing commitment to **care for the homeless population now and in the future**.

Community Values

- **Safety for all** is a top priority.
- We value the **humanity of homeless individuals**.
- We seek to **model community** at every step of the process.
- **Facilities should support a full range of services** for the homeless population that helps individuals become self-sufficient.

March 20, 2015

Homeless Services Site Evaluation Commission

Factors for Success

What We've Heard from YOU



Michele Straube, Director

Environmental Dispute Resolution Program
University of Utah, S.J. Quinney College of Law

Sources of Information

- Situation Assessment -- ~60 interviews
- Small group meetings with Commission members
- Group meetings with 100+ homeless individuals
- Group meeting with interested community members (including shelter volunteers)



Small Group Discussion Questions

What are the essential elements/factors for success for an ideal placement of homeless services in Salt Lake City?

Are there any gaps in homeless facilities in Salt Lake City?

The City is currently evaluating homeless services in six cities. Are there other cities you suggest we look at as successful examples of siting/configuring homeless services?

What is the main interest that you want to have satisfied in this process?



What We've Heard

Priority Concerns

- Safety and security
- Community buy-in
- Current facilities / services can be improved
- Biggest facility-related gaps
 - Mental health facilities
 - Detox facilities
 - Housing
 - Capacity for day services
 - Connecting individuals to needed resources



Organization of Presentation

What We've Heard about Factors for Success

- What are the functions we need to provide in these facilities?
- What are the physical characteristics of the neighborhood and/or structures that will create the greatest opportunity for success?
- Practical considerations



What We've Heard

Need Adequate Facilities for these Functions

- ID check / limit access to those with ID
- Intake / immediate connection with needed services
- Outreach / find individuals to connect them with needed services
- Potential clients are not only the homeless
- Case managers to help individuals transition out of homelessness
- Employment support (e.g., education, training, vocational rehab)



What We've Heard

Need Adequate Facilities for these Functions

- Day services
 - Daily and long-term storage of worldly belongings
 - Laundry
 - Personal hygiene / bathrooms, showers
 - Mail
 - Trash bins / recycling
 - Meals (late into evening and weekends as well)
 - Drinking water
 - Daytime “hang-out” space
 - Daycare
 - Safe place for medical supplies / drug dispensing
 - Weekend facilities



What We've Heard

Need Adequate Facilities for these Functions

- Essential personal health services
 - Mental health (evaluation, beds and ongoing support)
 - Detox (beds, ongoing support, AA/NA meetings all day)
 - Medical services
 - More dentists
 - Better pharmacy
 - Restive care / hospice care
- Emergency shelter
 - Families with children don't need to move
 - Adequate space/beds so do not need to check out each day
 - Storage capacity for belongings while working or seeking services
 - Restrooms with doors
 - Washer/dryer
 - Intentional consideration of how to handle homeless individuals denied entry



What We've Heard

Need Adequate Facilities for these Functions

- Open outdoor space dedicated for homeless population use
 - “Hang out” space
 - Garden area
 - Secure playground for children
- Space for community partnerships
- Housing
 - Affordable housing for those below poverty level (prevent homelessness)
 - Transitional housing (especially for families) (transition out of homelessness)
 - Permanent supportive housing (prevent return to homelessness)



What We've Heard

Which Functions to Co-Locate

- Multiple homeless services in close proximity
 - Get all services in one trip
 - Within walking distance
- Shelter and services
 - Mental health / detox
 - Case managers (connection to jobs and housing)
- Shelter and transitional housing
- Housing and support services
- Food and services



What We've Heard

Which Functions to **Keep Separate**

- Men's and family shelter spaces
- Youth and adult shelter / services
- Place permanent supportive housing everywhere



What We've Heard

Physical Characteristics of Neighborhood and/or Structures

- Self-contained / “internalize” activities
- Drug traffic easy to control (dealers can't hide in homeless presence)
 - Street configuration / landscaping
 - Facility design
- Easy access
 - Connect homeless individuals to services and jobs
 - Community volunteers to reach facilities
 - Location near public transit (preferably free zone or provide vouchers)
 - Provide private transportation services



What We've Heard

Physical Characteristics of Neighborhood and/or Structures

- Emergency shelter should be centrally located, not isolated
 - Family shelter should have good access to schools
- Clear signage / communication about facilities
 - Help direct homeless to needed resources
 - Help community members identify ways to help
- Flexibility in potential use of space
- Blend into neighborhood



What We've Heard

Physical Characteristics of Neighborhood and/or Structures

- Create a “community feel”
- Pay attention to building ambiance
- Adequate room / orientation to support security measures
- Facilitate use of technology to make process more efficient



What We've Heard

Physical Characteristics of Neighborhood and/or Structures

- Design against bugs
- Handicap access (interior and exterior spaces)
- Design for privacy
- Accommodate homeless individuals with pets
- Provide safe smoking areas



What We've Heard

Practical Considerations

- Cost
 - Immediate costs to renovate / relocate / build
 - Ongoing costs (O&M)
- Retain and recoup investments in existing facilities
- Funding / how will it be paid for?
- Zoning



Discussion

Any key Factors for Success missing?



Homeless Services
Case Studies

Los Angeles, CA
Portland, OR
Phoenix, AZ
San Antonio, TX
New York City, NY
Denver, CO

HOMELESS SERVICES SITE EVALUATION COMMISSION





About the PATH Mall

The PATH Mall (People Assisting The Homeless), opened in 2002 in a former manufacturing building. It is a 4-story building employing the vertical campus model of homeless services. PATH Mall is based on a shopping center concept of all services being in the same building. The current facility incorporates shelter areas with day service areas and case management. In the first floor of the building are a health center, legal assistance, benefits assistance, mental health care, job center, veteran services, substance abuse treatment, personal care center and basic services. The upper floors of the building have transitional housing units for single men, women, families and single men living with HIV/AIDS in separated floors.

PATH has offered homeless programs, including day centers, job programs and housing, across the Los Angeles since 1984. PATH is currently progressing with plans for a PATH Metro Campus with construction of two additional buildings on-site of the PATH Mall for 190 permanent supportive housing units.



LOCATION

The PATH mall is located halfway between downtown Los Angeles and Hollywood. The area is predominantly a mid-urban with small businesses in older buildings, low-to-medium density housing developments, and public schools nearby. The Metro Subway stop is two blocks away.

POPULATION

Total= 53,798	Homeless Veterans= 6,248
Male Adult = 36,682	Severely Mentally Ill= 16,229
Female Adult = 12,449	Chronic Substance Abuse= 19,207
Male Child = 2,439	HIV/AIDS= 511
Female Child = 2,228	Domestic Violence= 4,827
Chronically Homeless =13,613	
Homeless Youth= 5,736	

(Second largest homeless population in the nation)

DAY SERVICES

- Basics (showers, restrooms, hygiene items, phones, mail, clothing)
- Salon, Personal Care
- Sack lunches for all Visitors
- Behavioral Health and Medical Services
- Substance Abuse Recovery
- Housing Assistance
- Employment Assistance
- Veterans Services
- Public Benefits Assistance
- Legal Assistance

NIGHT SERVICES

- 39 beds – single men
- 21 beds – single women
- 20 beds – 2 per private room
- 10 private transitional rooms - single mothers with school-age children
- 18 private transitional rooms – single men with HIV/AIDS

Other Area Services

- Los Angeles Homeless Services Authority
- Los Angeles Mission
- Skid Row Housing Trust
- LAMP Community

PROS

- Multiple Services Within One Building**
Health, Behavioral Health, Job Center, Veteran Assistance, etc.
- Model Can Be Copied**
PATH opened PATH Connections in San Diego in 2013
Community Health Clinic, Day Services, Transitional Housing
Adaptive re-use of historic building in Downtown San Diego

CONS

- Serves Small Number of Area Homeless Individuals**
Los Angeles has largest number of individuals living on streets in nation
Approximately 40,000 unsheltered individuals (~ 2/3 of total pop.)



BUD CLARK COMMONS

Portland, OR Vertical Campus

About Bud Clark Commons

This vertical campus building, constructed in 2011 and known as the Bud Clark Commons building, consists of a single building with eight stories. Floor 1 includes the shelter (90 beds for men), kitchen, exercise room, and storage. Floors 2 and 3 include day services available to all area homeless individuals. Day services include showers, clothing, laundry, voice mail services, computer lab and housing assistance. Floors 4-8 include 130 permanent supportive housing units for the most vulnerable homeless.

Part of the City of Portland’s Ten Year Plan to End Homelessness. Bud Clark Commons is a partnership between the City of Portland, Multnomah County, Home Forward (local housing authority) and Transition Projects, a local non-profit. Transition Projects operates the shelter and day services on the lower floors of the building. Home Forward manages the permanent supportive housing units on the upper floors.

Bud Clark Commons is the first LEED Platinum-certified building built specifically for homeless services. The building has also won awards from the America Institute of Architects for its design.



LOCATION

Bud Clark Commons is located adjacent to Portland, near the Portland Union Rail Station and Greyhound Bus terminal, and the Willamette River. It is surrounded by mid-rise office and government buildings.

POPULATION

Total= 6,824	Chronically Homeless Individuals= 1,908
Singles = 4,700	Homeless Youth= 579
Persons in Households with Children= 2,028	Disabling Condition=2,352
Persons in Households only Children= 42	Veterans= 413
	Domestic Violence= 835

DAY SERVICES

- Basics (showers, restrooms, hygiene items, phones, mail, clothing)
- Message Service
- Lockers
- Laundry
- Food Pantry
- ID assistance
- Case Management
- Behavioral Health and Medical Services
- Housing Assistance
- Job Training
- Transit Tickets
- Internet/Computers
- Bicycle Parking
- Pet Area

NIGHT SERVICES

90 shelter beds – single men
130 permanent supportive housing units

PROS

- AIA award winner and LEED-Platinum Certified Building**
Aesthetically pleasing building reduces stigma of “public housing”
- Uses vulnerability index to Place People into 130 Housing Units**
- Men’s Emergency Shelter and Engaged Day Center located Inside Building.**
Includes job training and life skills, restrooms, mailboxes, storage lockers, and clothing for job interviews

CONS

- Neighbors Unhappy**
Reports of crime from within the building
Increase in Police calls to area
- Two Agencies Responsible for Services**
People confuse Transition Projects day and shelter services with Home Forward’s permanent supportive housing program

Other Area Services

- Portland Rescue Mission
- Salvation Army Female Emergency Shelter
- Goose Hollow Family Shelter
- My Father’s House Family Shelter

CENTRAL ARIZONA SHELTER SERVICES (CASS)

Phoenix, AZ Campus

LOCATION

The campus is located in close proximity to downtown Phoenix, in a light industrial area with large, open lots, next to a main railroad line, and a major bus route. The campus is located off major thoroughfares and reduced street frontage. The reduced street frontage allows for controlled entry into the campus.

DAY SERVICES

- Basics (showers, restrooms, hygiene items, phones, mail, clothing)
- ID Assistance
- Case Management
- Behavioral Health and Medical Services, including Dental
- Veterans Assistance
- Housing Assistance
- Employment Assistance
- Financial Counseling
- Child Development and Family Services
- Rapid Re-housing for most vulnerable

POPULATION

Total= 5,918	Veterans= 297
Adults (over 24) = 3,491	Chronically Homeless Individuals= 499
Homeless Youth = 601	Severely Mentally Ill= 320
Children (under 18)= 1819	Chronic Substance Abuse= 299
Persons in Households with Children= 2,429	HIV/AIDS= 6
Persons in Households only Children= 24	Domestic Violence- 337
Persons in Households without Children= 3,435	

NIGHT SERVICES

400 beds – single adult shelter (male and female; Designated shelter beds for veterans)
300 spaces/mats – men-only emergency shelter

Other Area Services

- Vista Colina Emergency Family Shelter
- Arizona Housing, Inc.
- Phoenix Rescue Mission
- Respite Shelter
- Tumbleweed Center for Youth Development (9-18 years)
- Homeward Bound

About the CASS

CASS (Central Arizona Shelter Services) Home Service Campus is a multi- building campus that includes administration offices, the day resource center, an adult shelter, a human services building, and a men-only emergency shelter. The campus model began in 1984 with construction of the first buildings.

Clients start at the Men’s Outreach Shelter. The maximum length of stay is 90 days. If clients need assistance following that time period, they transition into the Single Adult Shelter. Case management begins once clients enter the Men’s Outreach Shelter.



PROS

- Case Managers Work with Each Single Adult Shelter Client**
Case managers develop individual plans to help clients leave homelessness
- Campus Allows Multiple Services On-Site**
Includes Case Management, Veteran, Employment, Housing and Family Services, as well as Dental Clinic and Basic Services

CONS

- Very Basic Services at Men’s Outreach Shelter**
Sleeping mat, blanket and water
Night time only
- Not Enough Beds**
300-400 individuals sleep in a parking lot (East Lot) each night due to overcrowding at Men’s Outreach Shelter





HAVEN FOR HOPE

San Antonio, TX Campus

About Haven for Hope

Opened in 2010, Haven for Hope is a closed campus with centralized intake services. Prospects Courtyard is an outdoor sleeping space with basic services, including: meals, showers, laundry and basic medical and behavioral health care. If a client is a Bexar County resident, he can graduate into the Transformational Campus. A client of the Transformational Campus receives case management to find permanent housing. Haven for Hope hosts 36 community partners on site.



LOCATION

Located 1.5 miles from the downtown "core", near the intersection of several major interstate highways in an area with other office buildings, light industrial businesses and some multi-family residential buildings. It has access to major bus routes via a short walk.

POPULATION

Total= 2,892	Physical Disability= 299
Adults(over 24)= 2048	Chronic Substance Abuse= 530
Homeless Youth= 195	Veterans= 262
Children (under 18)= 649	Chronically Homeless Individuals= 101
Mental Illness= 501	
HIV/Aids= 30	

DAY SERVICES

- Basics (showers, restrooms, hygiene items, phones, mail office, donation warehouse, clothing)
- Food services
- ID Assistance
- Behavioral Health
- Substance Abuse Recovery
- Spiritual Services
- Job Training
- Employment Services
- Education Services
- Skills Training and Education
- Legal Services
- Childcare
- Youth and Family Activities
- Library
- Locked Storage
- Pet Kennels

NIGHT SERVICES

Prospects Courtyard-600
Transformational Campus Housing-795

PROS

Partners with 93 Service Providers
36 Located on Campus,
45 Community Referrals,
12 Community Support Partners

Actively Move Towards Housing
Case managers work with clients to obtain housing on their own or with programs' help

CONS

Neighbors Complain about Cleanliness and Crime
Police calls have increased 42% in neighborhood
Require increase police patrols
Claims problems of homelessness simply shifted from Downtown to new neighborhood

Long Waiting List
Limited space in Transformative Campus keeps clients in Prospects Courtyard

Other Area Services

Alamo Area Resource Center
City of San Antonio Homeless Assistance Services
San Antonio Housing Authority
Salvation Army



DEPARTMENT OF HOMELESS SERVICES

New York City, NY Scattered Site

LOCATION

New York City Homeless services are scattered throughout the city, neighborhoods, and surrounding area

POPULATION

Total= 64,060
Largest homeless population in the nation

DAY SERVICES

Office of Client Advocacy to help with various public and homeless services

Veterans Service Unit
(services and resources connections, housing placement, medical care, public assistance)

Homeless Prevention in the form of: rental assistance; landlord/tenant mediation; budgeting; job training; public benefits

Street Homelessness and Outreach teams, 24/7

Legal services for homeless advocacy

NIGHT SERVICES

“Right to Shelter” mandate provides temporary emergency shelter via many shelters throughout the community

Adult Families
(without minor children younger than 21)
Families with Children, and Pregnant Women
Single Adults

Grand Central Food Program
(1,000 meals each night to homeless on the streets)

“Homebase” program serves to prevent homelessness via: rental assistance; landlord/tenant mediation; budgeting; job training; public benefits

Private apartments with support services on site for single adults

Apartments for single mothers with children
Housing for HIV/AIDS homeless people

About the Multiple Buildings

New York City’s Department of Homeless Services provides scattered services throughout the city and boroughs, primarily in facilities operated by nonprofit organizations (under contract with the City). Homeless New Yorkers receive social services on-site, and shelters target specific populations of clients to better address their varying circumstances and needs. The City uses 311 to provide 24/7 outreach services. Clients seeking shelter must go through specific intake centers and then are sent to shelters around the City.



PROS

Department Houses over 50,000 individuals Nightly
DHS is mandated to provide housing and shelter to anyone without housing alternatives
Over 250 Shelters and Housing locations throughout five boroughs

Approximately 95% Shelter Rate
Allows for daily census

Supportive Services On-Site
Most Shelters/Housing have services in Same Location

Public Hospitals
Eliminate the Need for Health Clinics

Security In Every Service Location
Peace Officers required to be in every city and city-contracted facility

CONS

Homelessness Rates Still Rising
Due to Lack of Affordable Housing
Opened over 20 new shelters last year to meet demand

Budget for DHS is \$903.5 million Annually
Department employs over 2,000 individuals

Neighborhoods Complain Shelter Site Selection is Not Transparent
No Notification Requirement
(though it is standard policy)



Other Area Services

Coalition for the Homeless



DENVER HOMELESS SERVICES

Denver, CO Scattered Site

LOCATION

Most homeless services are located due West of Downtown

POPULATION

Total= 11,167
 Chronically Homeless = 709
 Domestic Violence = 1,395
 Persons in Households with Children= 1,853
 Veterans = 626
 Homeless Youth =921

DAY SERVICES

Varies On Facility

NIGHT SERVICES

Varies On Facility



Other Area Services

The Gathering Place
 The Delores Project
 Colorado Coalition for the Homeless
 Catholic Charities

About the Rescue Mission

Homeless services in Denver closely mimic those offered in Salt Lake City. Independent organizations offer a variety of services within close proximity to each other. Programs are coordinated by Denver’s Road Home. The organization is charged with implementing the City’s Ten Year Plan to End Homelessness.

The Denver Rescue Mission operates a number of facilities and shelters around Denver. The Lawrence Street Shelter opened in 1970 and is the closest to being a “main facility” for DRM. It houses a medical clinic offering a variety of services. There is also a shelter with 300 beds, client services including clothing distribution and other needs and meals available at the Lawrence Street facility. Many of these client services are also available at other locations.

St. Francis Center is the largest day center, it can serve up to 900 people a day. St. Francis offers basic day services, including: showers, clothing, storage, day labor jobs, basic case management.



PROS

The Rescue Mission Runs Lawrence Street Emergency Shelter and The Crossing

Allows for easy coordination between Shelter and Transitional Housing
 The Crossing houses up to 500 men, women, and children

Day Center Largest Services Program

St. Francis Day Center can help 900 persons/day
 Lawrence Street Emergency Shelter sleeps 300 persons/night

CONS

Lack of Funding

Especially during Winter

Operating At or Near Capacity

Because there is a number of small shelters, the system has excess capacity to sleep individuals each night

Homeless Services
in Various
Cities

2015

HOMELESS SERVICES SITE EVALUATION COMMISSION

Address 451 South State Street, Room 406. Salt Lake City, UT 84114.

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