SPECIAL CITY COUNCIL MEETING
HOMELESSNESS WORKSHOP

The City of
OKLAHOMA CITY

April 4, 2023

AGENDA

- Call to Order

- Background & Status of Current Programs

- Comparison to Other Communities

- 2023 Action Plan & Implementation Strategies
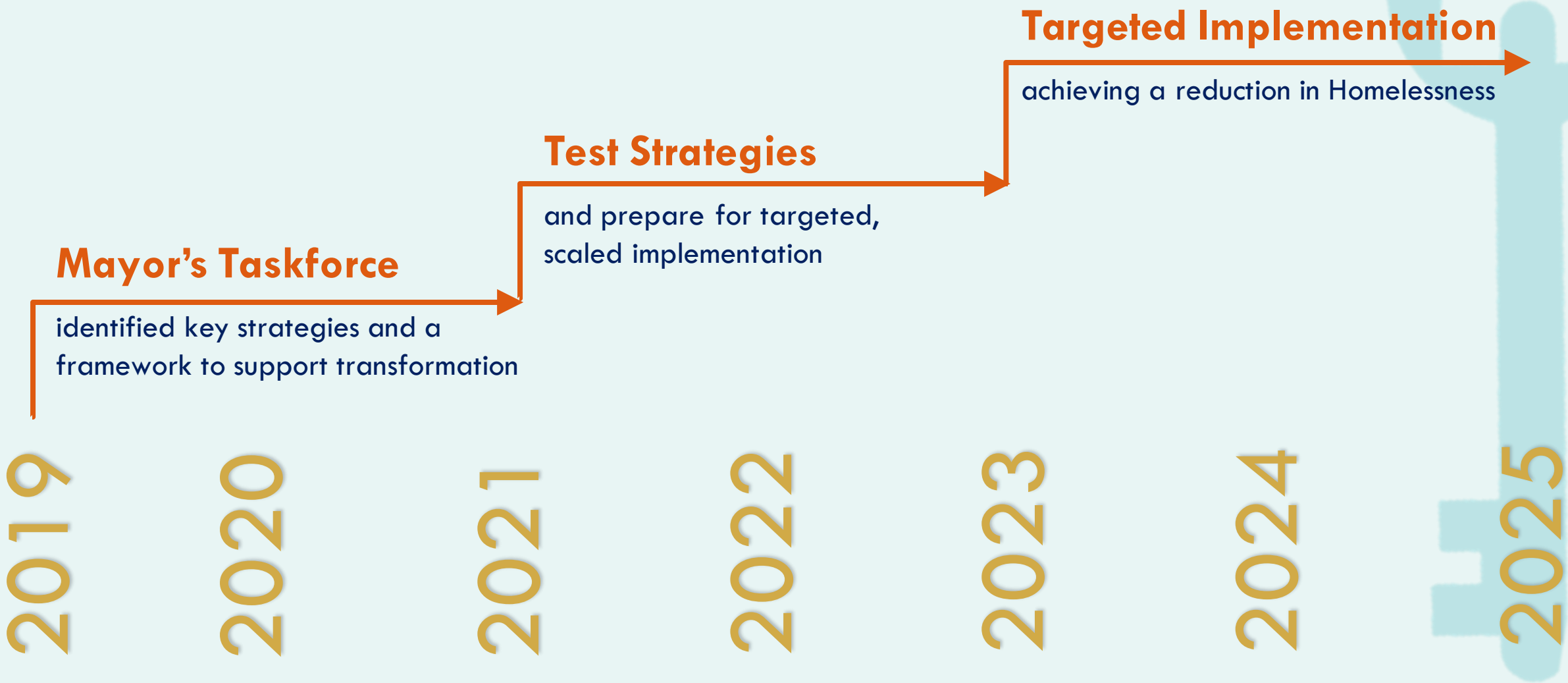
- Advancing the Initiative

- Adjournment

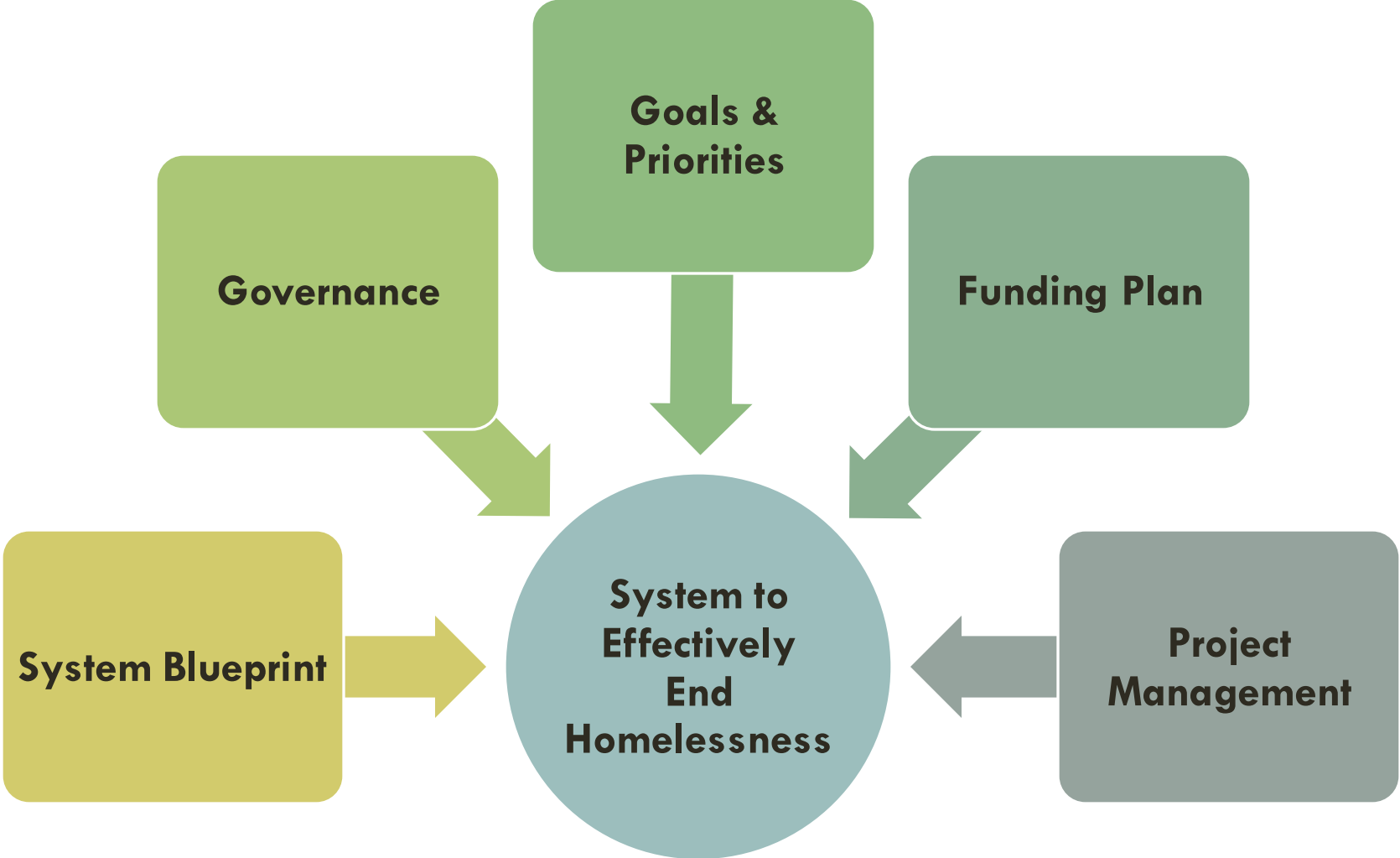# BACKGROUND & STATUS OF CURRENT PROGRAMS

Aubrey McDermid

Assistant City Manager, City of Oklahoma City

OUR PATH TO UNLOCKING RESULTS

Targeted Implementation

achieving a reduction in Homelessness

Test Strategies

and prepare for targeted, scaled implementation

Mayor's Taskforce

identified key strategies and a framework to support transformation

2019

2020

2021

2022

2023

2024

2025

CITY IS STEPPING UP TO LEAD THE COLLECTIVE

CURRENT PROGRAMS & ACCOMPLISHMENTS OF 2022

Completed first full year of the A Better Way Program
- 461 unduplicated individuals participated
- 231 of those individuals completed an intake for other services
- 28 reached competitive employment

Funded additional capacity for overnight winter shelter services with 4 different providers
- 6,652 stays at winter shelter in 2022-2023

Established Homeless Street Outreach Pilot program
- New Pilot should begin in spring of 2023
- HOT, Homelessness Services and new Outreach Team will office together for better collaboration

CURRENT PROGRAMS & ACCOMPLISHMENTS OF 2022

Hired consultant to create a Housing Affordability Implementation Plan

Advancing development of affordable housing through:

- MAPS 4 Homelessness Program ($55.7 million)
- City ARPA Affordable Housing Program ($8.25 million) + partnership with Oklahoma County ($2M)

Received $3 million grant for Youth Homelessness Demonstration Program

- Awarded contracts in December 2022 for 5 new projects to prevent and end youth homelessness

RESOURCES AND CONTACTS

LITTER ABATEMENT/CODE VIOLATIONS

- City of Oklahoma City Action Center   (405) 297-2535

GENERAL ASSISTANCE

- Community Action Center   https://www.caaofokc.org/
- Heartline   2 -1-1

SHELTER

City Care	532 N. Villa Ave.	(405) 724-8439
City Rescue Mission	800 W. California	(405) 232-2709
Grace Rescue Mission	2205 Exchange Ave.	(405) 232-5756
Jesus House	1335 W. Sheridan Ave.	(405) 232-7176
Pivot	201 N.E. 50th St.	(405) 235- 7537
Salvation Army	1001 N. Pennsylvania Ave.	(405) 246-1100
SISU	3131 N. Pennsylvania Ave.	(405) 459-7478
YWCA	2460 N.W. 39th St.	(405) 948-1770

HOUSING ASSESSMENTS

- Homeless Alliance   (405) 415-8410
- Mental Health Association   (405) 943-3700

COMPARISON TO OTHER COMMUNITIES

Mandy Chapman Semple

Clutch Consulting Group

- Joint project of the City of Oklahoma City, the Coalition to End Poverty, and the Homeless Alliance

- Snapshot of one day to count and survey people who are experiencing homelessness

- Conducted by large team of community volunteers from more than 25 organizations

- Survey people in emergency homeless shelters, transitional housing facilities, hot meal sites, crisis facilities, encampments, and various street locations

- Does not count people staying in hotels, treatment facilities, emergency rooms, jails or people who are considered "couch homeless"

ANNUAL POINT IN TIME COUNT

POINT IN TIME COUNT 2008 - 2022
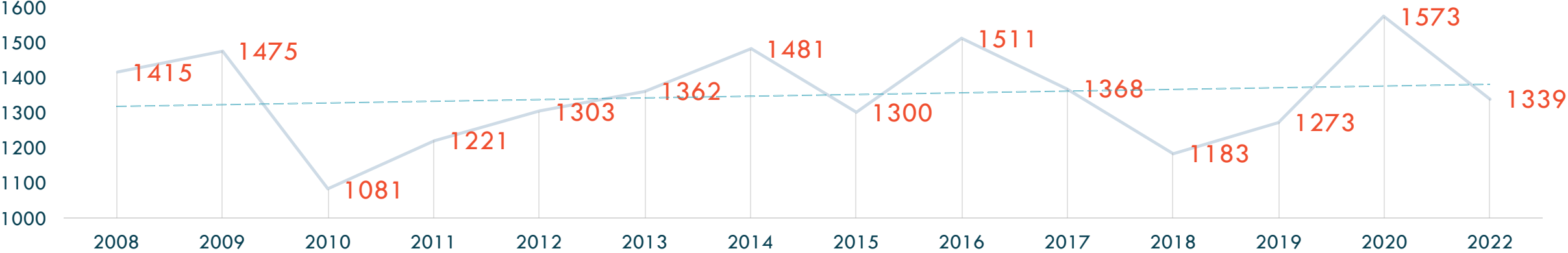
NOTABLE INCREASE IN CHRONIC HOMELESSNESS

61%
ARE UNSHELTERED

Permanent supportive housing is a proven solution to chronic homelessness.

"Chronically Homeless" means a person with a disabling condition who has been either
- Continually homeless for a year, or
- At least 4 times in 3 years with a combined total of at least 12 months

254	260	275	441	473
2017	2018	2019	2020	2022
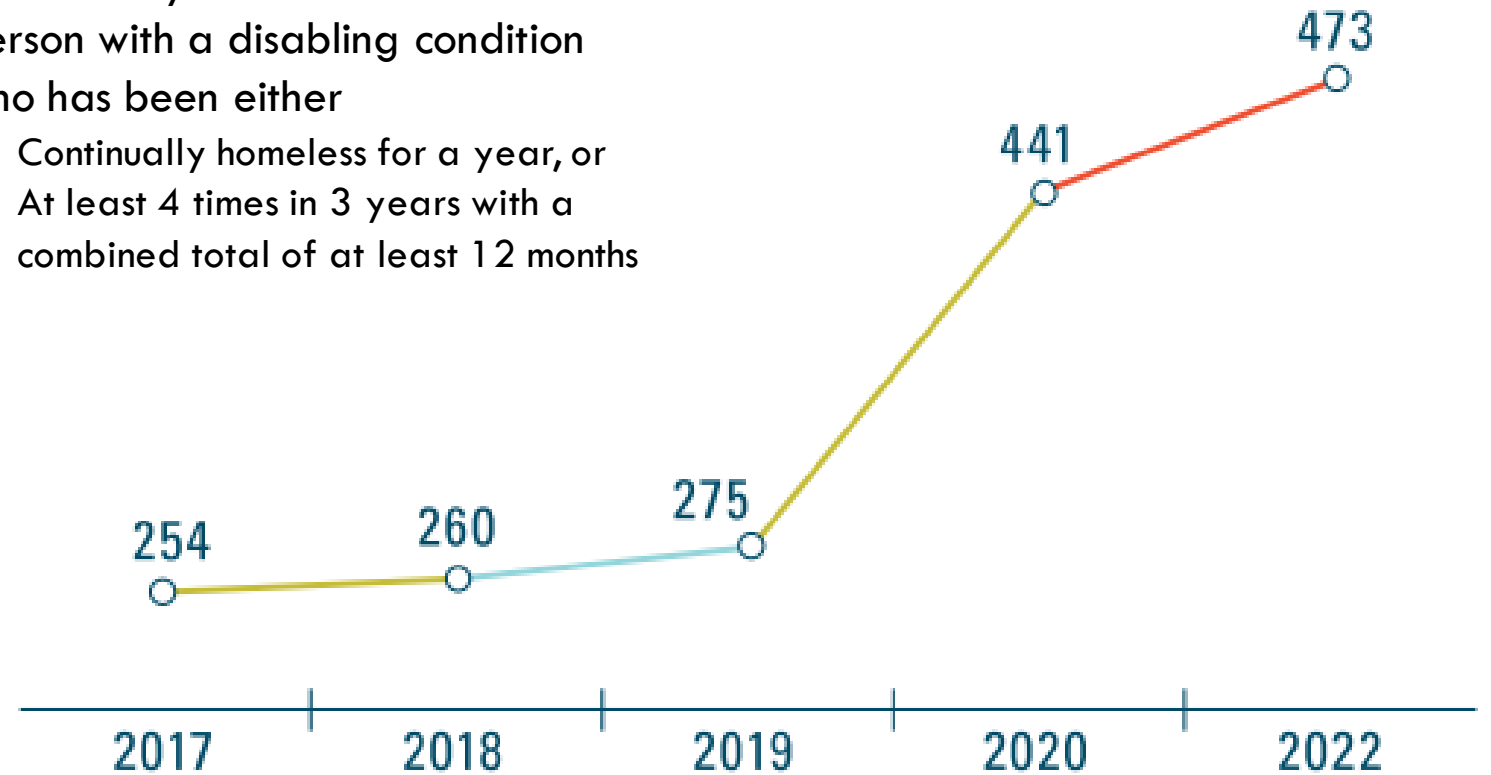
HOMELESSNESS IS A SIMPLE EQUATION

Wage & Income **+** Cost & Availability of Housing **=** Housing Instability

Two people working full-time on Oklahoma's minimum wage can't afford a two-bedroom rental home at fair market value without exceeding the recommended 30% of income to be spent on housing.

GREGG COLBURN
CLAYTON PAGE ALDERN

HOMELESSNESS IS A HOUSING PROBLEM

HOW STRUCTURAL FACTORS EXPLAIN U.S. PATTERNS

NEW RESEARCH

Mental health, addiction and poverty can be precipitating factors that make one more susceptible to homelessness but are not the drivers of homelessness.

- *Rates of mental health, addiction and poverty are not higher in communities with high rates of homelessness. In fact, some are lower.*

- *Only correlating factor is housing market conditions – cities with higher rental rates and less vacancy have higher rates of homelessness.*

Homelessness is driven by structural factors in the housing market and further challenged when homelessness response systems are not able to seamlessly connect individuals to housing opportunities.
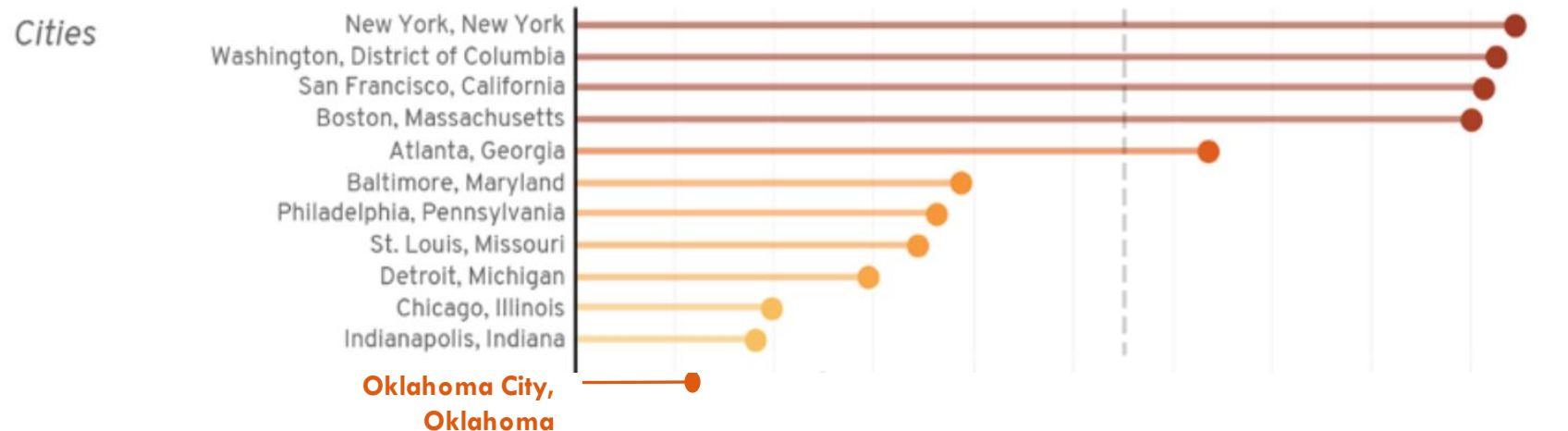
OKC IN CONTEXT

- **Low per capita rate of homelessness today**

- **Rising rents a bellwether**
  Rent.com indicated 20% since 2020, one of fastest growing in nation.

To respond, researchers suggest

- Rapid housing development to balance supply and demand and stabilize prices

- Secure and connect housing opportunities for those experiencing homelessness

Per capita rates of homelessness in select U.S. regions, 2019

Dashed lines indicate city and county averages of per capita PIT counts

Cities
- New York, New York
- Washington, District of Columbia
- San Francisco, California
- Boston, Massachusetts
- Atlanta, Georgia
- Baltimore, Maryland
- Philadelphia, Pennsylvania
- St. Louis, Missouri
- Detroit, Michigan
- Chicago, Illinois
- Indianapolis, Indiana
- **Oklahoma City, Oklahoma**

LESSONS LEARNED FROM OTHER CITIES

HOUSTON, TX

- Adopted a Collective Impact Model

- 64% reduction in homelessness, 70% reduction in Unsheltered Population

- Pioneered new Encampment Decommissioning Model

LESSONS LEARNED FROM OTHER CITIES

DALLAS, TX

- Revamped governance and lead agency structure to move beyond sheltering and into rehousing

- Secured $70M in public/private funding to rehouse 2,700 individuals in 2 years and decommission encampments

- Issued housing vouchers directly to individuals at the encampment site

- Awarded $23M in federal funding to accelerate rehousing efforts

LESSONS LEARNED FROM OTHER CITIES

SAN ANTONIO, TX

- Created Haven for Hope in 2010 at a cost of $100M in capital and $20M annual operating budget

- No measurable reduction in homelessness in first five years, did shift location of homeless temporarily

- Shifted to rehousing strategies to begin reducing homelessness at scale

- Passed a $150M bond measure to expand affordable housing for the homeless

LESSONS LEARNED FROM OTHER CITIES

ROCKFORD, IL

- First community to effectively end chronic homelessness and veteran homelessness

- Dedicated all activities to rehousing and utilized a by name list approach to systematically target, track and account for resolution.

LESSONS LEARNED FROM OTHER CITIES

DENVER, CO

- Similar crisis response structure to OKC – overnight only shelters + Day Center

- Slow to adopt RRH – only focused on PSH expansion

- Result - did not adjust the crisis response system or the rehousing system in time to react to the massive shift in housing affordability and low supply

- Now in a cycle of expansive crisis response to growing unsheltered crisis – spending COVID money shifting to residential shelters and standing up temporary camping solutions

- Denver has increased their budget 240% since 2019 from $73M to $250M

LESSONS LEARNED FROM OTHER CITIES

MILWAUKEE, WI

- Adopted Housing First Model

- Targeted Implementation to produce 90% reduction in unsheltered homelessness

2023 ACTION PLAN & IMPLEMENTATION STRATEGIES

Lindsay Cates

Strategy Implementation Manager – Homeless Services

KEY to HOME
PARTNERSHIP

Transforming the way OKC manages homelessness

PARTNERSHIPS

Arnall Family Foundation

Cardinal House

Catholic Charities

City Care

City Rescue Mission

Communities Foundation of Oklahoma

Community Cares Partners

Community Enhancement Corporation

Community Health Centers

Department of Housing & Urban Development *(OKC Field Office)*

Department of Human Services

Department of Mental Health & Substance Abuse

Department of Veteran's Affairs

Diversion Hub

Dragonfly Home

Goodwill of OKC

Grace Rescue Mission

Heartline 211

Homeless Alliance

Hope Community Services

Hope House OKC

Inasmuch Foundation

Jesus House

Joe's Addiction

Legal Aid

Mental Health Association Oklahoma

Neighborhood Services Organization

NorthCare

OKC Metro Alliance

Oklahoma City Housing Authority

Oklahoma County Social Services

Oklahoma Housing Finance Agency

Palomar

Pivot

Positive Tomorrows

Red Rock Behavioral Health

ReMerge

RestoreOKC

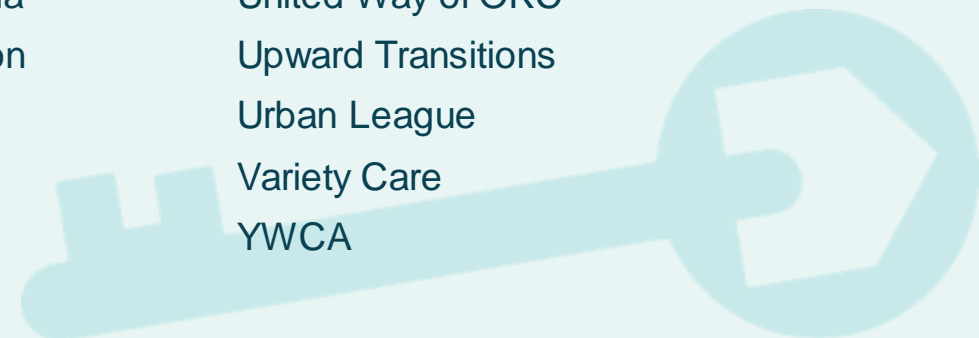Salvation Army

Sisu Youth Services

Sunbeam Family Services

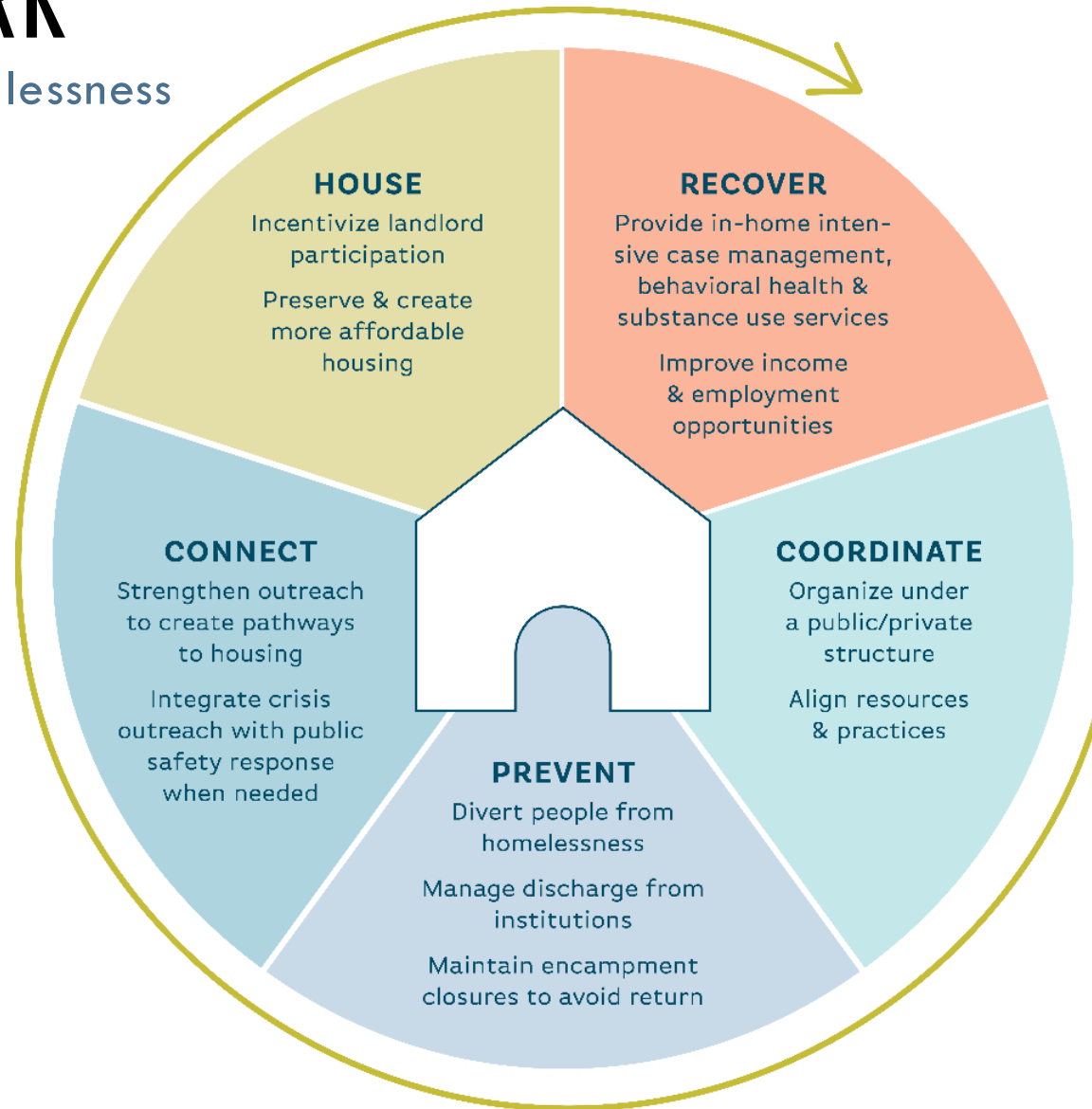United Way of OKC

Upward Transitions

Urban League

Variety Care

YWCA

FRAMEWORK
for reducing homelessness in OKC

HOUSE
Incentivize landlord participation

Preserve & create more affordable housing

RECOVER
Provide in-home intensive case management, behavioral health & substance use services

Improve income & employment opportunities

CONNECT
Strengthen outreach to create pathways to housing

Integrate crisis outreach with public safety response when needed

COORDINATE
Organize under a public/private structure

Align resources & practices

PREVENT
Divert people from homelessness

Manage discharge from institutions

Maintain encampment closures to avoid return

Our Path

2019
2020
- Mayor Holt's Taskforce developed *Strategies to Address Homelessness.*

2021
2022
- Created framework to support system transformation.
- Test and refine strategies.
- Prepare for implementation.

2023
2024
2025
- Implement projects & programs to reduce unsheltered and youth homelessness.

EXECUTION

1 | Create a New Governing System

2 | 2023 • Managing Homelessness Differently
Improve Infrastructure & Capacity

3 | 2023-25 • Reduce Youth Homelessness

4 | 2023-25 • Reduce Unsheltered Homelessness

OKC CONTINUUM OF CARE

GOVERNING BOARD
High-level decision makers

Aligns strategies, resources & practices

LEAD AGENCY
Dedicated staff

Aligns, manages & accounts for actions & results

IMPLEMENTATION WORK GROUPS
Service providers, lived expertise & stakeholders

Drive action, test & report results

Improve Infrastructure & Capacity

Assign Staff / Restructure

Establish a dedicated team to manage the

- Coordination of services
- Resources
- Unsheltered incident command
- Housing initiative

Real-Time Data

- Customize and improve Homeless Information System (HMIS)
- Ensure all providers use HMIS in real time to record client information
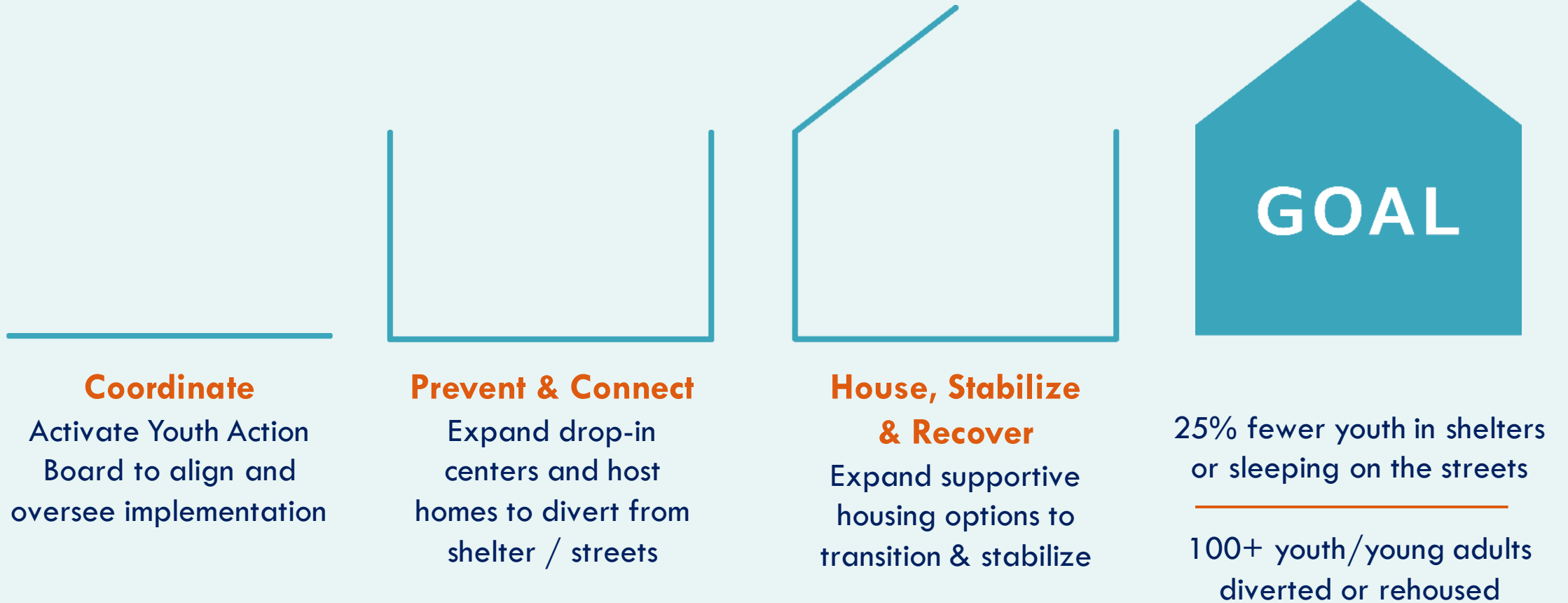
Permanent Supportive Housing

- MAPS 4 - 500 units of PMH in the next 3 years
- Leverage federal rental subsidies and Medicaid-funded health services

Set Goals & Use Framework

House people living in encampments and permanently close those encampments.

Coordinate
Establish an unsheltered incident command structure

Connect
Target outreach and rehousing to encamped people

House, Stabilize & Recover
Expand supportive housing options to transition & stabilize

GOAL

75% fewer people sleeping on the streets

House 500 people experiencing chronic homelessness by 2025
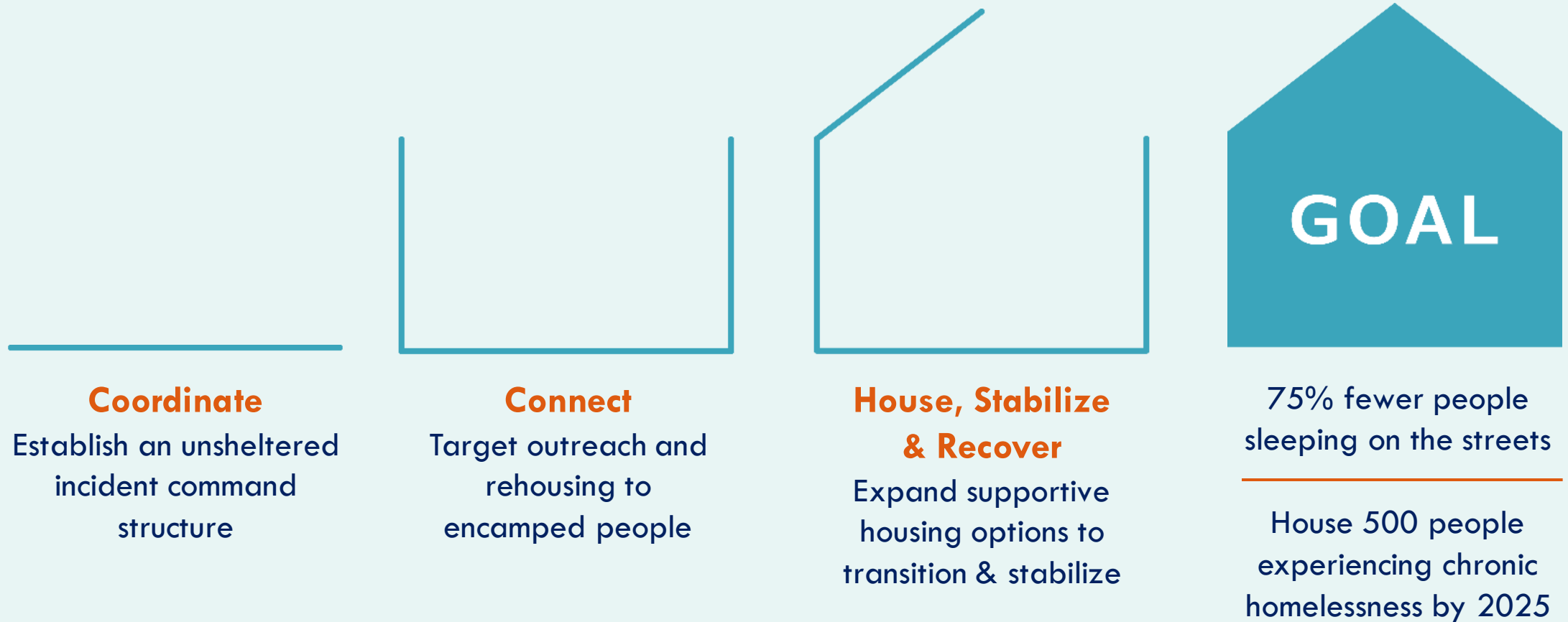
ENCAMPMENT REHOUSING INITIATIVE

KEY to HOME

CREATING A "YES" CULTURE STARTS WITH HAVING THE RIGHT TOOLS

WHEN WE HAVE HOUSING TO OFFER:

1 | We can <u>work as a single team and communicate consistently</u> with with residents to avoid confusion and mistrust.

2 | We can <u>operate with integrity</u> - we can say what we do and do what we say. We don't over promise and under deliver for residents or leadership.

3 | We can <u>problem solve our way to "yes"</u> on almost everything and work in partnership with the resident.

4 | We can remain flexible to accommodate residents and landlords <u>achieving our ultimate objective</u> to permanently close encampment sites with <u>every resident saying yes to permanent housing.</u>*

Occasionally, someone is not ready to trust us yet and they choose to leave the site. Typically, when we encounter them at the next site they now believe we will deliver and say yes.

KEY to HOME

STEP 1
Engagement
&
Outreach

Shelah Farley
Mental Health Association

- Set site boundaries
- Engage residents
- Create a by-name list

- Housing & service assessments
- Collect identification documents

KEY to HOME

STEP 2
Identify Rental Units

Raymond Rivas
City Rescue Mission

- Engage landlords
- Negotiate business deal using incentives and hold fees

- Inspect units
- Support landlord to approve tenant
- Support landlord to receive timely payment

KEY to HOME

STEP 3
Move In &
Stabilization
Services

Amanda Le
Homeless Alliance

- Housing applications & approvals
- Pack belongings
- Transportation to unit

- Tenant signs lease
- Deliver move-in kits & furniture
- Stabilization services weekly

KEY to HOME

STEP 4
Resolution &
Closure
Maintenance

Lieutenant David Dale
OCPD HOT Team

- Notices posted
- Trash removal & cleaning
- Brush removal

- Daily outreach
- HOT patrols
- Law enforcement patrols

WHAT SUCCESS LOOKS LIKE

Going from this...

to this.

WHAT SUCCESS LOOKS LIKE
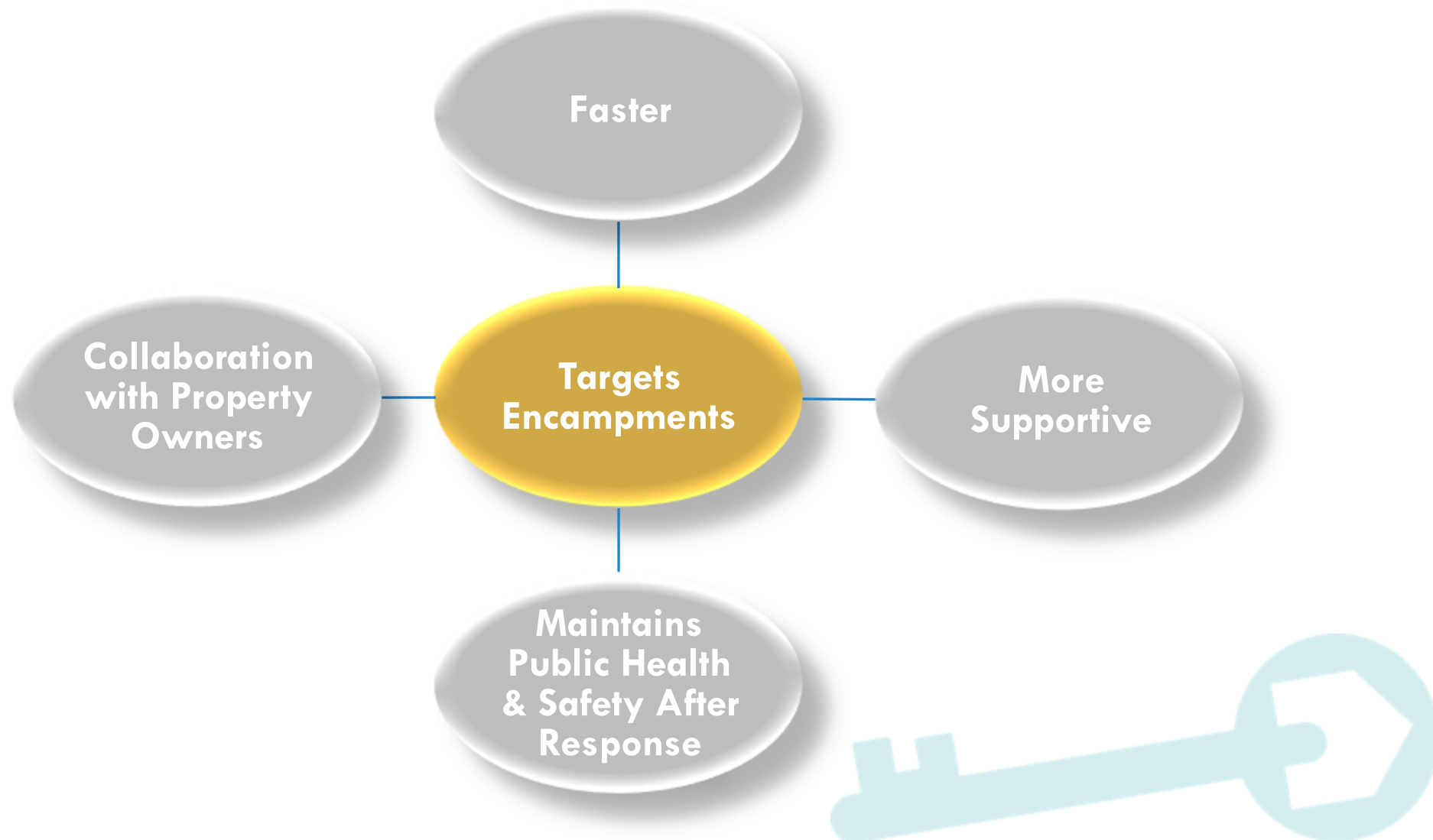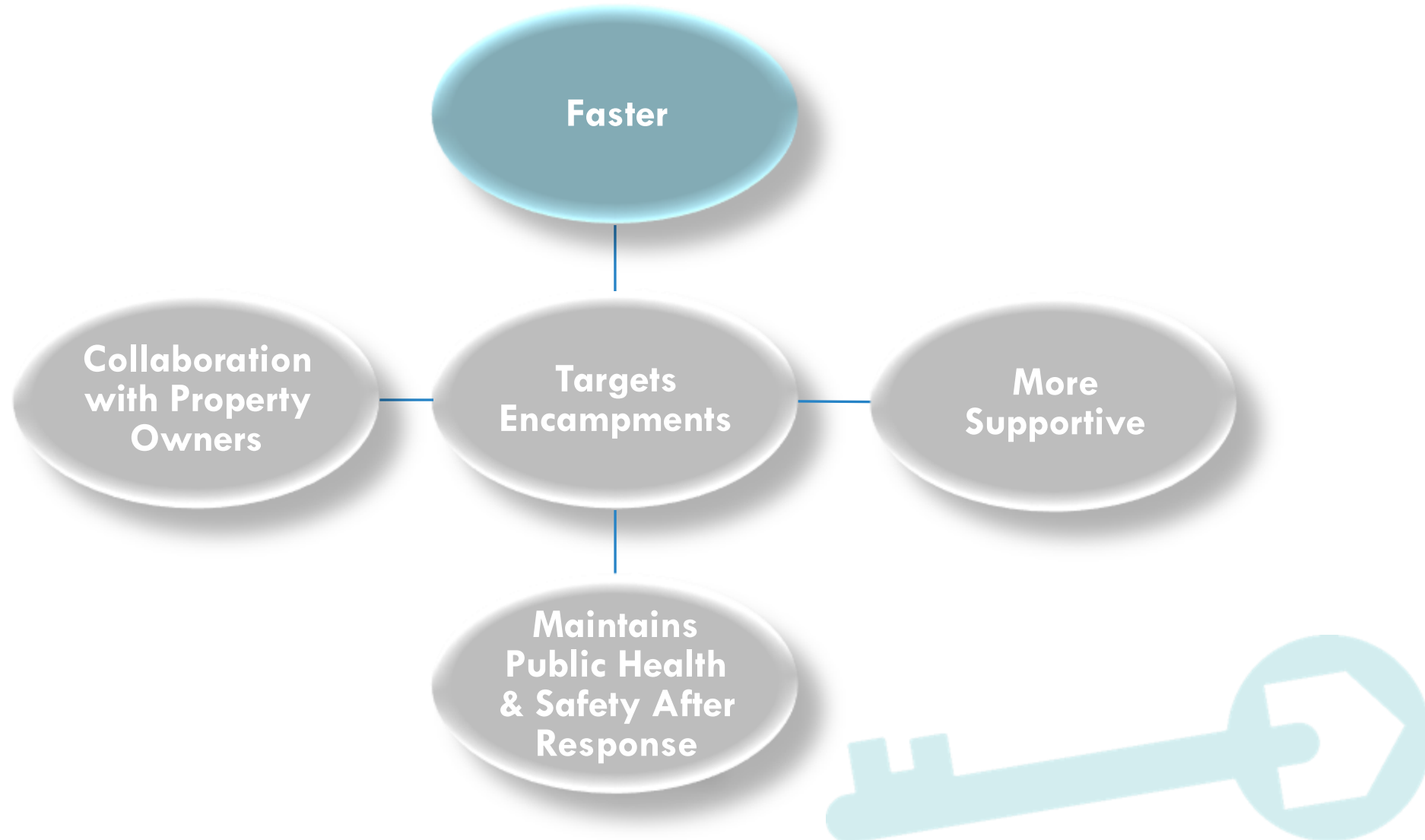
Going from this…

to this.

WHAT'S DIFFERENT ABOUT THIS APPROACH?

Intentional, structured effort to offer individuals in established encampments of 3 or more people, <u>safe and dignified permanent housing solutions</u> prior to closing an area or reactivating it for general use.

Faster

Collaboration with Property Owners

Targets Encampments

More Supportive

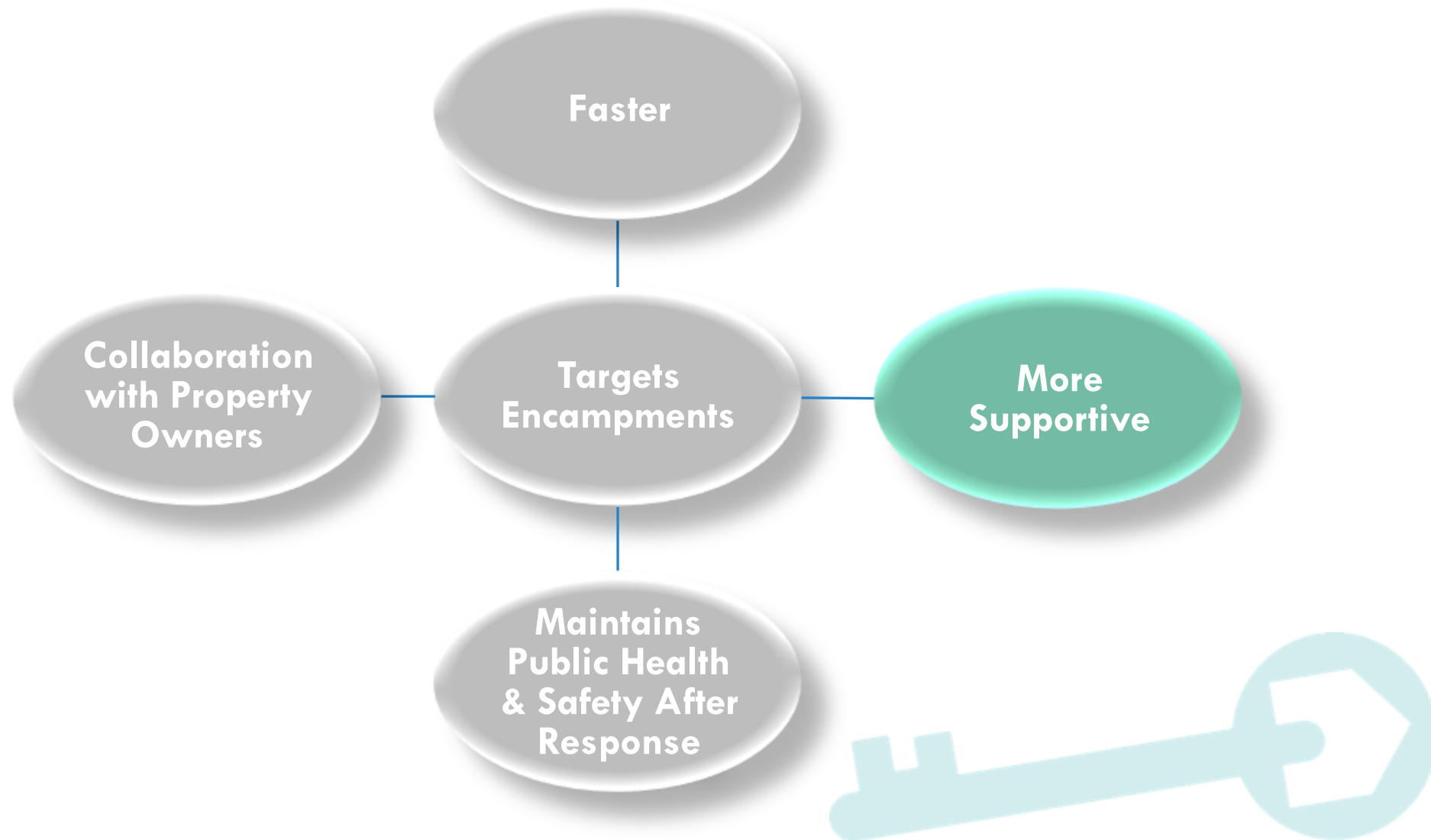Maintains Public Health & Safety After Response

WHAT'S DIFFERENT ABOUT THIS APPROACH?

From engagement to rehousing to site closure, the process generally takes 3-6 weeks depending on the number of individuals in the area.

Faster

Collaboration with Property Owners

Targets Encampments

More Supportive

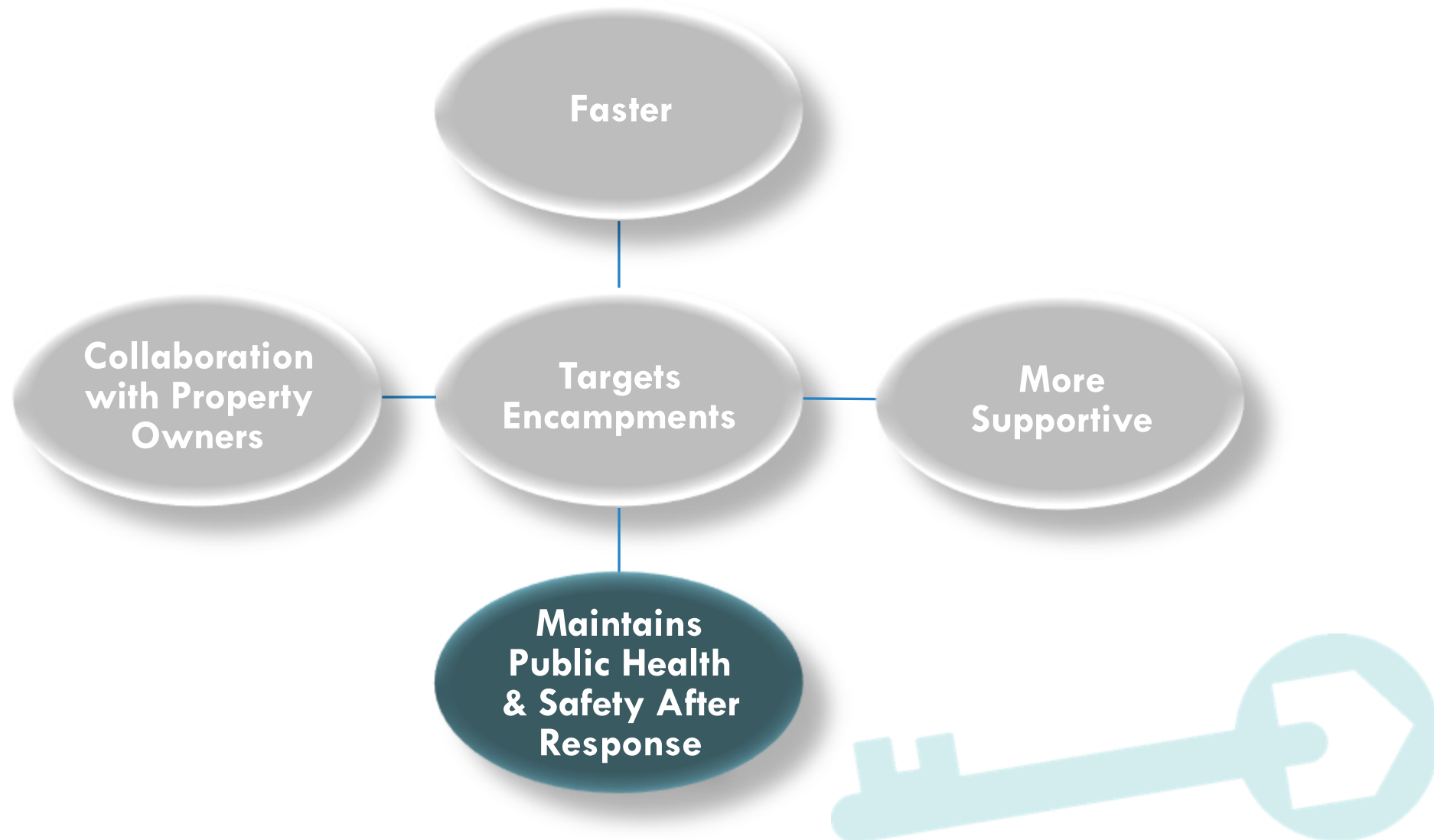Maintains Public Health & Safety After Response

WHAT'S DIFFERENT ABOUT THIS APPROACH?

Residents receive housing stabilization support in their home for 12 months from a housing case manager and behavioral health team. This can be extended if needed to support ongoing service needs.

Faster

Collaboration with Property Owners

Targets Encampments

More Supportive

Maintains Public Health & Safety After Response
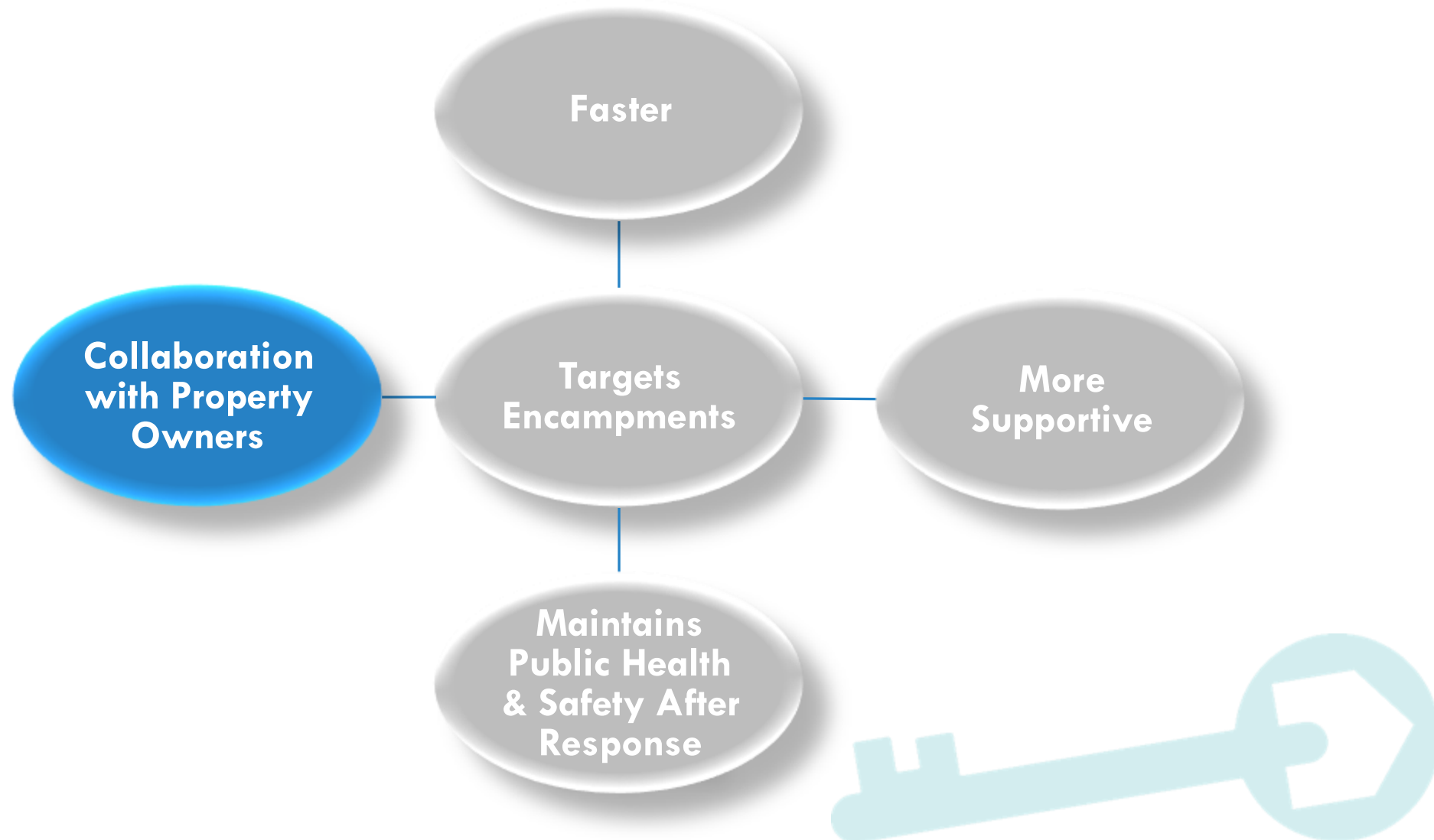
WHAT'S DIFFERENT ABOUT THIS APPROACH?

Follow-up closure maintenance is typically structured as a secondary engagement opportunity to immediately route individuals to housing options and prevent encampment avoiding an unwarranted punitive measure.

Faster

Collaboration with Property Owners

Targets Encampments

More Supportive

Maintains Public Health & Safety After Response

WHAT'S DIFFERENT ABOUT THIS APPROACH?

Brings city, police, property owners, and neighborhoods into a <u>partnership</u> to systematically help individuals in need and maintain health and safety in neighborhoods, including trash removal and site cleaning.

Faster

Collaboration with Property Owners

Targets Encampments

More Supportive

Maintains Public Health & Safety After Response

WHAT WE HAVE LEARNED ABOUT THE RENTAL MARKET

Units Available Using New Tactics

- 20+ Units in 5 Properties participated in Encampment Rehousing
- Hold fees and incentives worked to mitigate financial risks for landlords and secured the units for tenants

Analysis Revealed Opportunities

- 90+ Class B & C Rental Properties representing 3,400 units
- 8% Vacancy Rate means about 140 1BD Units vacant at any given time
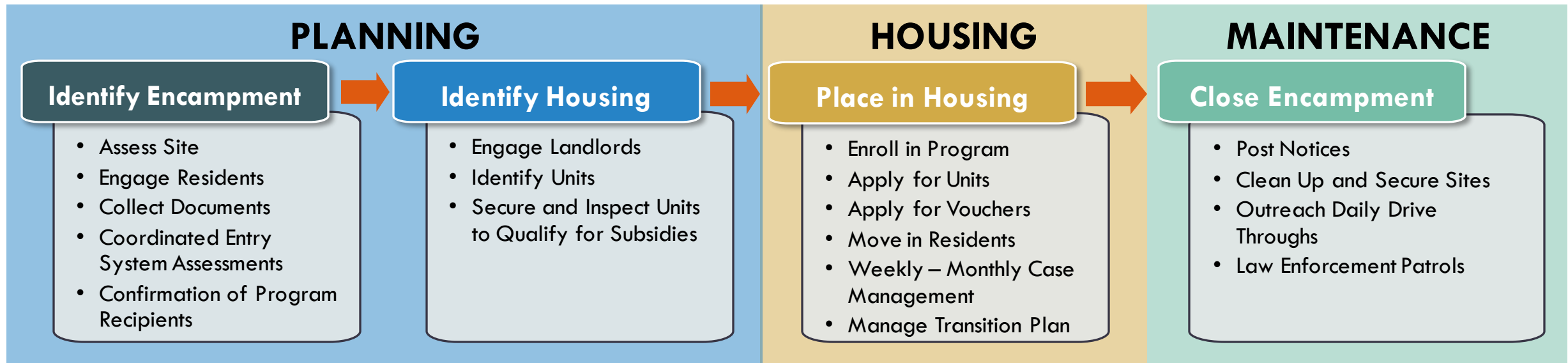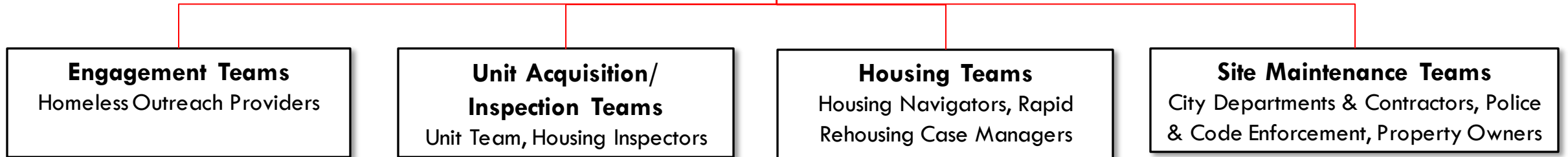- Expect 2-3% softening in the market
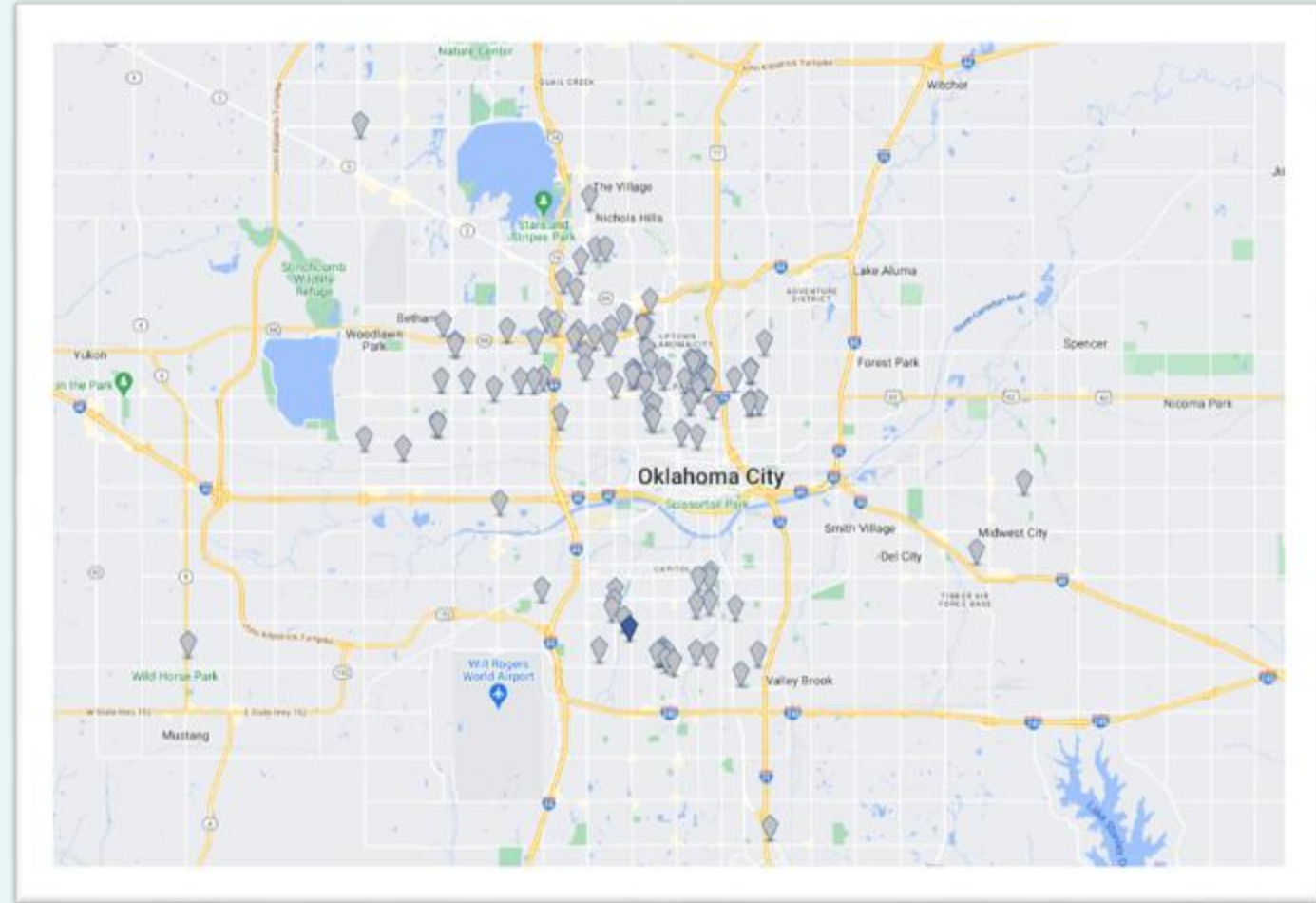
ADVANCING THE INITIATIVE

Aubrey McDermid

Assistant City Manager

TEAM STRUCTURE & PROCESS

Program Management
City of OKC Project Manager: Lindsay Cates / Clutch Consulting (Project Manager + Technical Support)

Engagement Teams	**Unit Acquisition/ Inspection Teams**	**Housing Teams**	**Site Maintenance Teams**
Homeless Outreach Providers	Unit Team, Housing Inspectors	Housing Navigators, Rapid Rehousing Case Managers	City Departments & Contractors, Police & Code Enforcement, Property Owners

PLANNING

Identify Encampment

- Assess Site
- Engage Residents
- Collect Documents
- Coordinated Entry System Assessments
- Confirmation of Program Recipients

Identify Housing

- Engage Landlords
- Identify Units
- Secure and Inspect Units to Qualify for Subsidies

HOUSING

Place in Housing

- Enroll in Program
- Apply for Units
- Apply for Vouchers
- Move in Residents
- Weekly – Monthly Case Management
- Manage Transition Plan

MAINTENANCE

Close Encampment

- Post Notices
- Clean Up and Secure Sites
- Outreach Daily Drive Throughs
- Law Enforcement Patrols

KEY to HOME

FUNDING OVERVIEW

Public/Private Partnership to Accelerate Results

- City Funds
- State Medicaid
- Federal HUD Funds
- Philanthropy
- Corporate Partners
- Individual Donors

$24,400
per person

Connect, House, Stabilize & Recover

+

$300,000
fixed costs

Coordinate - Expanded Management Capacity

= **$12.5M**

Total Cost

KEY to HOME

SUMMARY FINANCIAL REQUIREMENTS
(2-year Program)

COMPONENTS	ANTICIPATED COSTS	FUNDING SOURCES	
		Public	**Private**
Housing Navigation Center Navigation services /interim residential beds	$1,300,000	✔	✔
Rental Subsidies Includes security deposits for 500 people for 1year	$6,900,000	✔	✔
Stabilization Services Case management for 500 people for 1 year	$2,000,000	✔	✔
Landlord Incentives and Move-in Kits Unit hold fees, furniture, household supplies, food	$1,000,000		✔
Expanded Management Team	$300,000*	✔	✔
Administration	$1,000,000	✔	✔
Total Program Cost	**$12,500,000**	**($5-7 M)**	**($5-7 M)**

estimate – exact TBD pending budget approval of additional FTE and launch date

KEY to HOME

COSTS TO THE CITY AND COMMUNITY

$9M
per year

Current City Investments

- HUD & City Funds for Outreach
- Night Shelter
- Day Shelter
- Winter Shelter
- Rapid Rehousing

Other costs (not quantified)

- Litter Abatement
- Property Damage / Repair
- Emergency Response
- Courts Costs

$17.5M
per year

(taxpayer cost per person X 500 chronically homeless individuals)

Costs to the Community

- Tax dollars for emergency services
- Deferred economic development
- Impact on quality of life
- Impact on tourism

National data* shows that chronically homeless individuals cost taxpayers an average of $35,000/year in crisis services.

KEY to HOME

COSTS TO THE CITY AND COMMUNITY

$6M

per year for 2 years

Cost of Adding Permanent Solutions

- Combination of **public and private** funds to reduce the number of chronically homeless individuals by 75% in two years

Reduces these costs

- Litter Abatement
- Property Damage / Repair
- Emergency Response
- Police and Courts Costs

Benefits to the Community

- Unburden emergency services
- Enhance economic development & tourism
- Improve quality of life

GOAL

Fully leverage City investments to get long-term results by reducing unsheltered homelessness AND maximize fiscal responsibility

WHAT'S NEXT?

- Philanthropy invested in a private fund with Communities Foundation of Oklahoma for initiative

- Secure funding commitments & partnerships
  - Timing of City's Budget Process
  - Grants will be announced
  - Private & Philanthropic Support (monetary and in-kind)

- Develop a Funding Management Plan

- Procure providers

- Goal to become operational by July