

Homeless Subcommittee Goals & Objectives: FY17-18



Andrew Hening, *Director of Homeless Planning & Outreach*

Looking Back:

FY16-17

Objectives

FY16-17 High Priorities

City Focused

Assist Ritter with Relocation Efforts

RV Pilot Program

Police Enforcement Downtown

Partner Focused

“Focus on Chronic Inebriates” effort

Implement HOT Pilot Program

Develop “Multi-Service Center” Concept

Community Focused

Refine Public Communications

Collaborate with Chamber and BID

Collaborate and Engage with Community Groups

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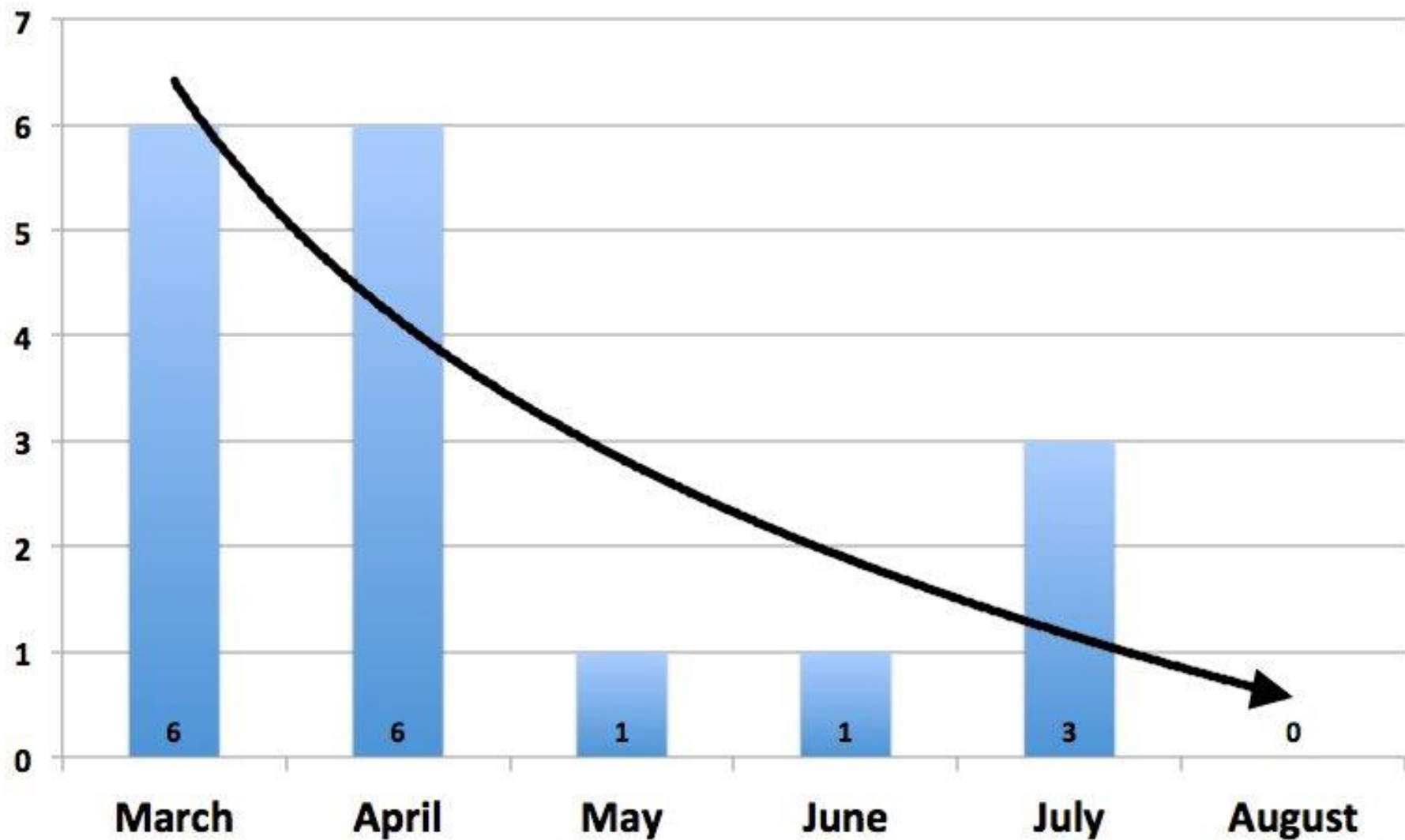
Refine Public Communications

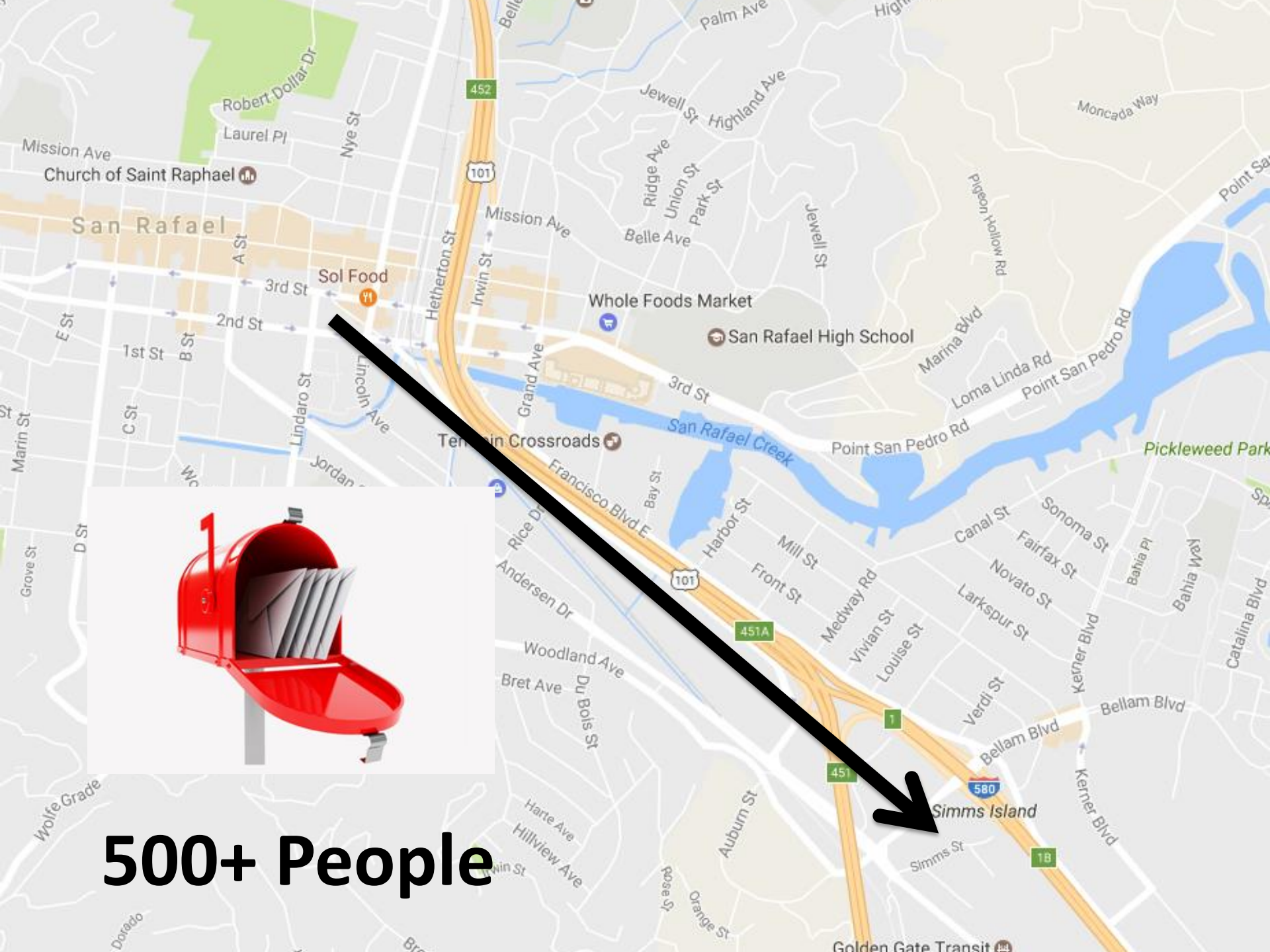
Collaborate with Chamber and BID

Collaborate and Engage with Community Groups



Medical Transports for Highest Utilizer





500+ People



The Showers



marin mobile care

Bringing dignity and care to those in need



1

2



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PANHANDLING IS NOT THE ANSWER.

GIVE WHERE IT COUNTS.

*Feed the
meter*



**DOWNTOWN
STREETS
TEAM**



SAN RAFAEL
THE CITY WITH A MISSION

Donation meters are installed in downtown San Rafael.
Proceeds benefit Downtown Streets Team.
In cooperation with the City of San Rafael.

Section 25602(a) of the Alcoholic Beverage Control Act, Business and Professions Code: *“Every person who sells, furnishes, gives, or causes to be sold, furnished or given away, any alcoholic beverage to any habitual or common drunkard or to any obviously intoxicated person is guilty of a misdemeanor.”*



citibank
ATM Inside

703

ICE CREAM

**SUSTAINABLE FROST
SUMMITT STORM**

BIG GULP

7-ELEVEN Bill Pay App
Pay bills with Cash Mobile

Full Mail Parcel Weekly - 18¢
4.53 | 6.58 | 4.55 | 4.58
Marlboro
6.19
9.69
HOT

**CLASSIC
CHEESEBURGER**

**CLASSIC
CHICKEN SANDWICH**

**7-ELEVEN
NOTICE**



**STOP THE CYCLE
REFORM THE SYSTEM**

JDCR *2012* PRESS-REGISTER
CROWL TOONS.COM
HTTP://BLOG.AL.COM/JDCR012





"Cleaning Myths
About Homelessness



San Rafael Chamber

DAMON

Cleaning Up Myths
About Homelessness



San Rafael Chamber

NIECE

ADULT STREETS TE

"Cleaning Up" Myths
About Homelessness



San Rafael Chamber

SAN RAFAEL
ORLANDO



The 2017 Homeless Point-in-Time Count

We Are in Marin



The 5 Local Approaches to Homelessness



The History of Modern Homelessness



A Win-Win Solution for Panhandling



Get to Know: Colin McDonnell



Get to Know: Danielle O'Leary

How Do We Accelerate Our Successes?

FY17-18

Objectives

FY 2017-2018 HOMELESS OBJECTIVE, GOALS, STRATEGIES & TACTICS

OBJECTIVE

Achieve “Functional Zero” homelessness in San Rafael

(i.e. the rate at which our system of care can house people is faster than the rate at which people are becoming homeless)

GOALS	STRATEGIES	TACTICS	Key Performance Indicators
#1 End chronic and veteran homelessness	Support any and all County-led efforts to end chronic homelessness	<ul style="list-style-type: none"> • Support the Built for Zero (BFZ) Campaign (DHP)*** • Involvement with Coordinated Entry (DHP) • Involvement with HMIS & data migration to Clarity (DHP) • Support development of Assertive Community Treatment to supplement the HOT Program (DHP) • Assist County of Marin with systems change work around chronic homelessness (DHP) • Continue to work with stakeholders and jurisdictions across the county to develop permanent supportive housing (DHP) 	<ul style="list-style-type: none"> • 100% participation in BFZ planning • Launch a coordinated assessment tool • Launch an Assertive Community Treatment Team • Provide Homeless Management Information System (HMIS) access to Mental Health Resource Officer
	#2 Decrease the overall number of people who are homeless in San Rafael	Relocation of Downtown services	<ul style="list-style-type: none"> • Continue implementation of the Ritter Memorandum of Understanding (DHP) • Assist with the creation of “Marin Mobile Care” (DHP) • Develop UPLIFT Transportation Pilot Program (DHP) • Develop and implement concept for Multi-Service Center (DHP)
#3 Improve the quality of life for all residents	Help create affordable housing opportunities throughout Marin	<ul style="list-style-type: none"> • Develop comprehensive understanding of financial resources available in our community (DHP, CD) • Support the creation of new units and the conversion of existing market rate or commercial units (DHP, CD, ED) • Support landlord recruitment efforts (DHP) • Develop innovative policy and construction proposals (DHP) • Explore opportunities countywide, not just in San Rafael (DHP) 	<ul style="list-style-type: none"> • Adopt ordinance to require fair housing compliance • Work with the County, local providers, and the private sector to increase permanent supportive housing stock
#4 Decrease community concern about homelessness as measured in annual public opinion surveys	Continue mitigation of negative homeless impacts	<ul style="list-style-type: none"> • Oversee the deployment of DST, PD, and Barbier resources to address impacts in the community (DHP, PD) • Pursue street-scaping improvements (DHP, ED, PW) • Identify citywide high service utilizers (DHP, PD, FD, CS, LIB) • Expand “Put Your Change to Work” Campaign (DST, PW) 	<ul style="list-style-type: none"> • Increase cleanup referrals going to Downtown Streets Team • Decreased panhandling impacts through semi-annual surveying • Decreased community complaints
	Community Outreach	<ul style="list-style-type: none"> • Continue homeless newsletter (DHP) • Continue community workshops and speaking events (DHP) • Build relationships with the County of Marin, other Cities, the business community, the faith-based community, neighborhood associations, and other concerned community members (DHP) • Empower City staff through trainings and recognition (DHP) 	<ul style="list-style-type: none"> • Grow newsletter readership to 3,000+ people • Connect with 3,000+ people in-person • Create quantifiable impact dashboard

*** Abbreviations after each tactic denote key person, department, or organization involved: Director of Homeless Planning & Outreach (DHP), Community Development (CD), Economic Development (ED), Public Works (PW), Fire (FD), Police (PD), Community Services (CS), Library (LIB), Downtown Streets Team (DST)

FY17-18 Priorities & Timeframes

Timeframe

Short Term
(0 – 6 Months)

Medium Term
(6 – 12 Months)

City Focused

Mitigate negative impacts
of homelessness

Spearhead relocation of
Downtown services

Create more affordable
housing in San Rafael

County / Partner Focused

Launch countywide efforts
to end chronic
homelessness

Create more affordable
housing countywide

Track progress on chronic
homelessness with
community dashboard

Short Term:

*Impact Mitigation
& Relocation*

A word cloud featuring various terms in different colors and orientations. The most prominent words are 'Service' (large, blue), 'Incidents' (large, blue), 'Documenting' (large, blue), 'Waste' (large, green), 'Picking' (large, green), 'Trash' (large, green), 'Issues' (large, green), 'Center' (large, yellow), 'Council' (large, yellow), 'Operations' (large, purple), 'Criminal' (large, orange), 'Managing' (large, purple), 'Urine' (large, brown), 'Unit' (large, brown), 'Sou' (large, purple), 'Setting' (large, pink), 'Goals' (large, red), 'Budget' (large, blue), 'Vomit' (large, brown), 'Activity' (large, blue), 'Rights' (medium, green), 'Legal' (medium, orange), 'Office' (small, orange), 'Phone' (small, orange), 'Door' (small, orange), 'Speaking' (small, orange), 'Persons' (small, orange), 'Concern' (small, orange), 'Related' (small, orange), 'Prioritize' (small, orange), 'Projects' (small, green), 'Decisions' (small, blue), 'Occasionally' (small, brown), 'Impacts' (small, green), 'Policy' (small, blue), 'Unit' (small, brown), 'Goals' (small, red), 'Budget' (small, blue), 'Vomit' (small, brown), 'Activity' (small, blue), 'Rights' (small, green), 'Legal' (small, orange), 'Office' (small, orange), 'Phone' (small, orange), 'Door' (small, orange), 'Speaking' (small, orange), 'Persons' (small, orange), 'Concern' (small, orange), 'Related' (small, orange), 'Prioritize' (small, orange), 'Projects' (small, green), 'Decisions' (small, blue), 'Occasionally' (small, brown), 'Impacts' (small, green).





The Showers



marin mobile care

Bringing dignity and care to those in need



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MULTI SERVICE CENTER



Short Term:

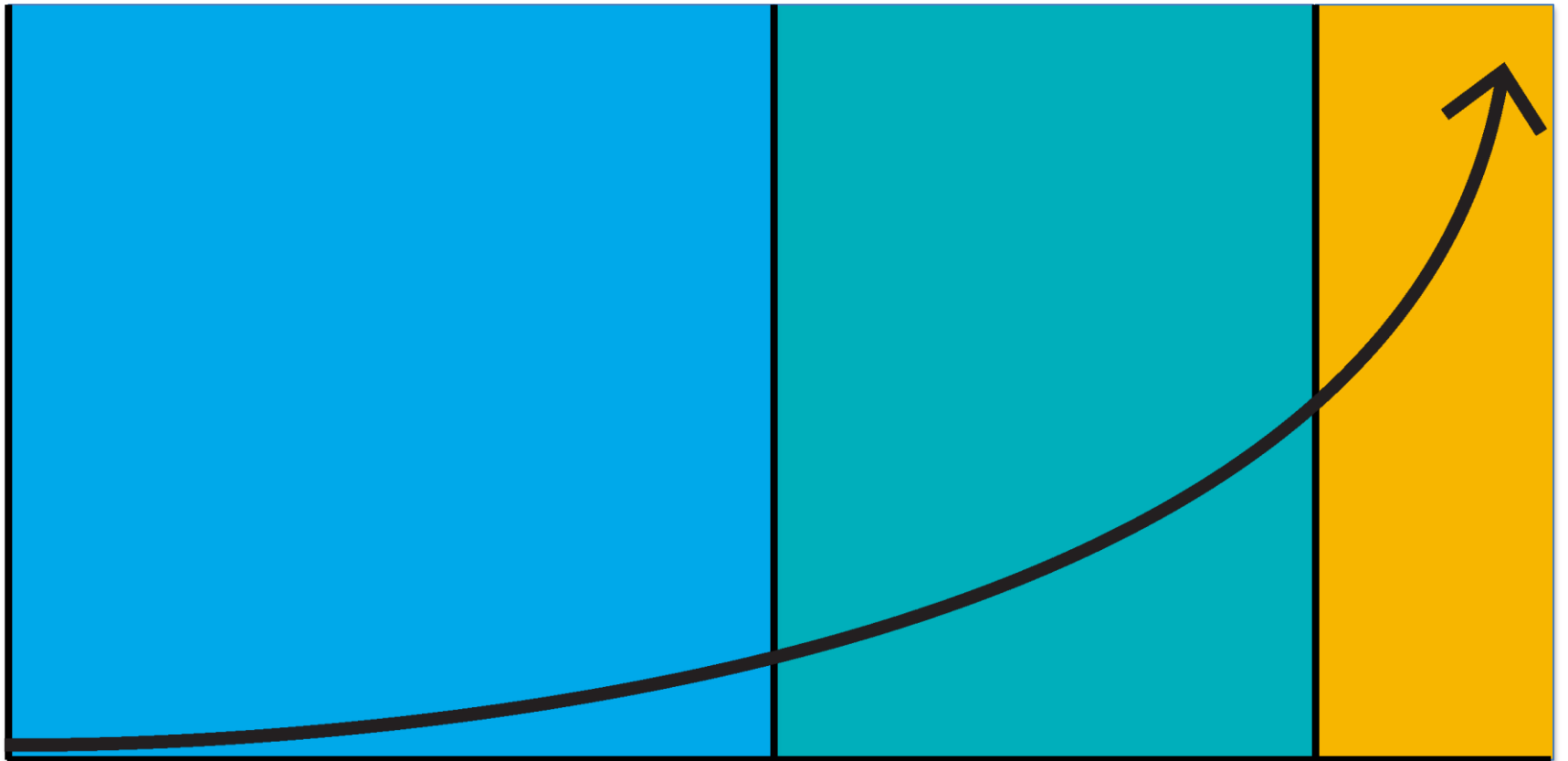
By-Name-List (BNL)

**80% of our challenges
around homelessness
are caused by 20% of
the homeless
community.**

Segments of Homelessness

Category	%
Temporary	50%
Episodic	30%
Chronic	20%

1. Highest Costs



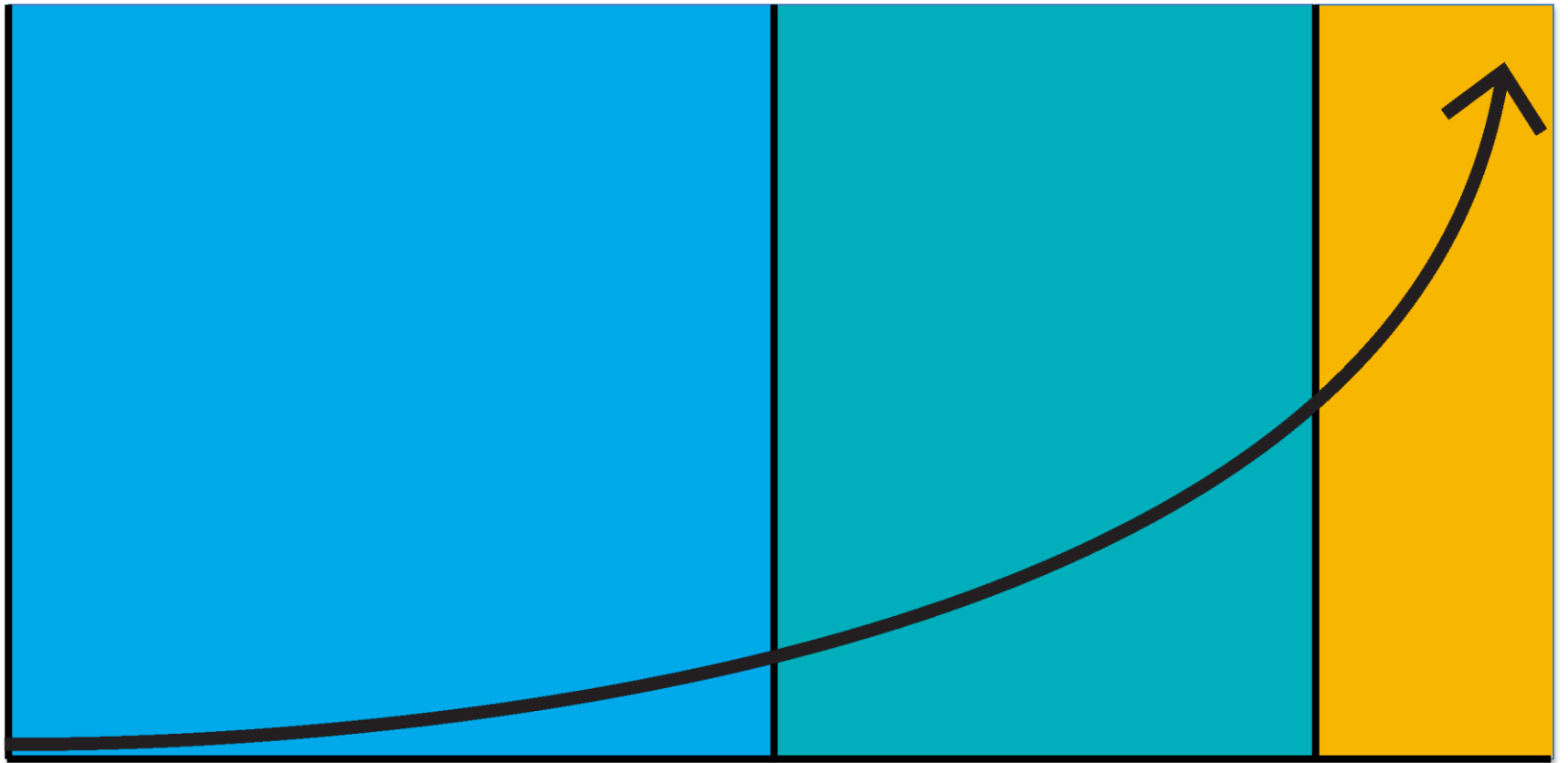
Temporary

Episodic

Chronic

**The average chronically
homeless person in Marin costs
taxpayers \$60,000 per year**

2. Most Complaints



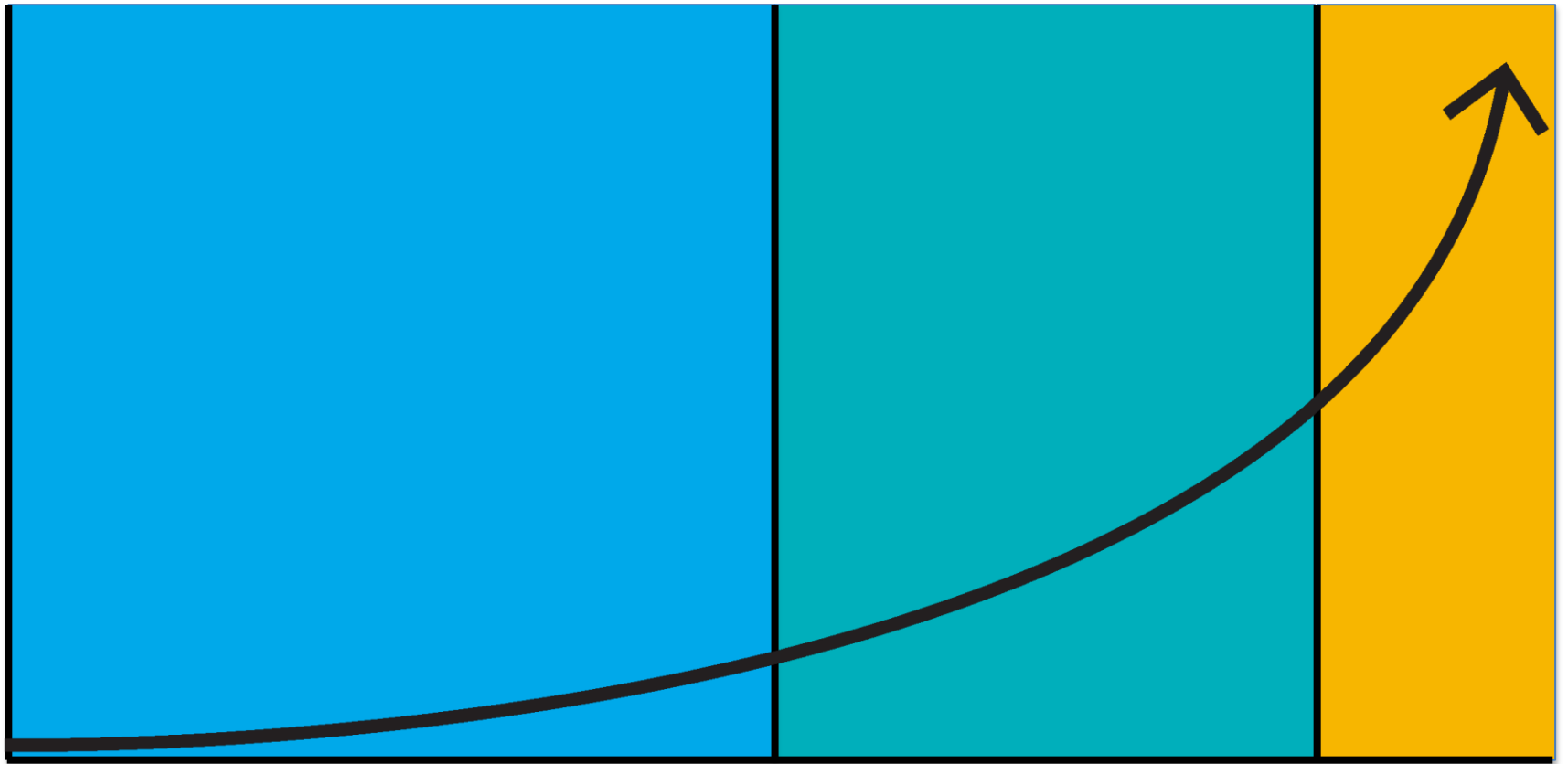
Temporary

Episodic

Chronic

**These are folks who can act
strangely, yell on the street, loiter
and leave debris, cause major
problems due to substance
abuse, generate significant 911
calls, etc.**

3. Most Vulnerable



Temporary

Episodic

Chronic

**The average chronically
homeless person dies 20 years
earlier than their housed peers
because of chronic health
conditions**

There is a
relatively
straightforward
way to solve this

Step 1: Use a standard triage tool across all organizations to determine vulnerability

**Step 2: Do an initial
community-wide push
to survey all homeless
people with the triage
tool**

Step 3: Create a By-Name-List (BNL) of every person above a certain vulnerability score (i.e. “the most vulnerable”)

Vulnerability Assessment Scores & BNL

1. **Bob S** – 16

2. **Sue G** - 14

3. **Sarah T** - 12

4. **Pete R** - 15

Scores high enough to
go on the BNL of
chronically homeless

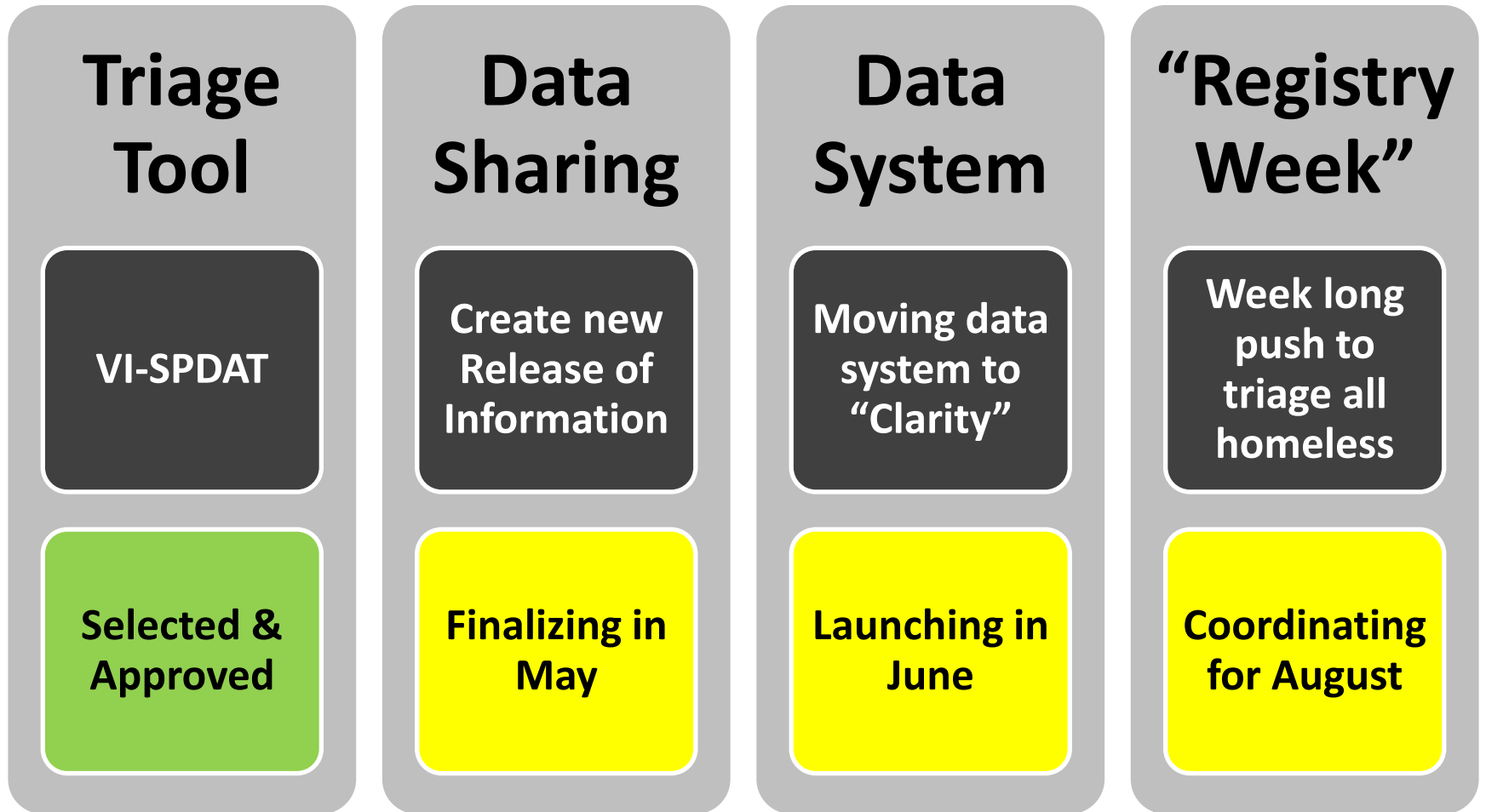
Jen M – 8

Tim G - 2

Thomas V - 5

Referred to different
types of interventions

Progress on Implementation



Triage Tool

VI-SPDAT

Selected & Approved

Data Sharing

Create new Release of Information

Finalizing in May

Data System

Moving data system to "Clarity"

Launching in June

"Registry Week"

Week long push to triage all homeless

Coordinating for August

Step 4: Match the most vulnerable people with the next appropriate units of permanent supportive housing

Vulnerability Index

1. Bob S

2. Sue G

3. Sarah T

4. Pete R



Step 5: Continue to triage newly homeless people, adding the most vulnerable to the BNL

**Step 6: Create a
community dashboard
to track your progresss**

A Real Time Dashboard

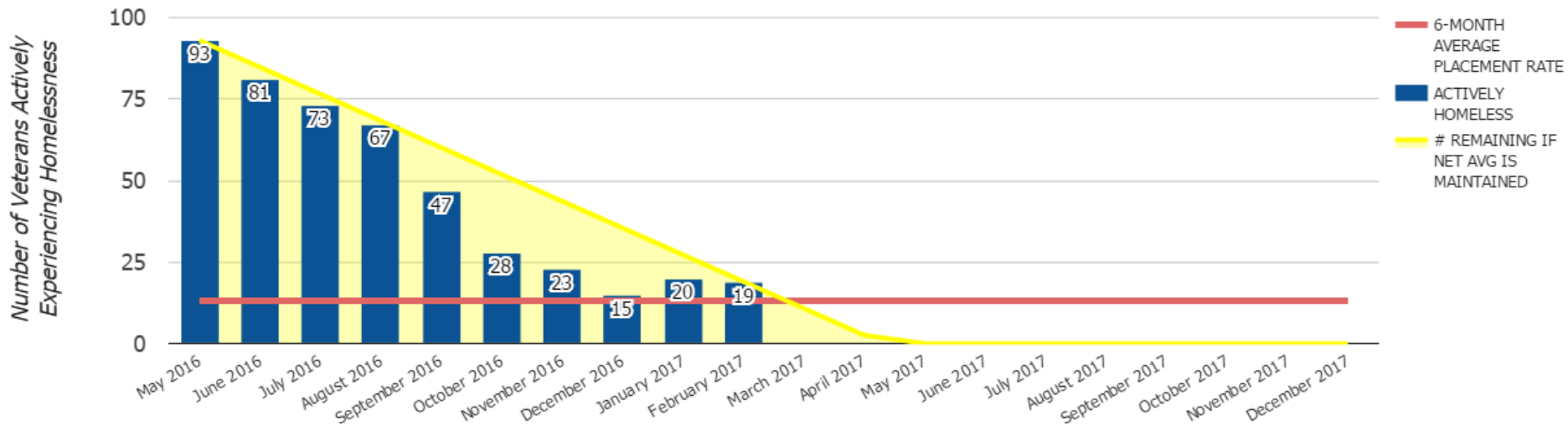
	August 2017	Sept 2017	Oct 2017	Nov 2017
Starting # of Chronically Homeless	200	200	197	190
Newly Chronically Homeless	---	5	3	2
Chronically Homeless Housed	---	8	10	9
Ending Chronically Homeless	200	197	190	183

Actual Dashboard from Riverside Co.

VETERAN COUNTDOWN DASHBOARD

PROGRESS AS OF: FEBRUARY 2017

ACTIVE HOMELESS VETERANS ON BNL	PROJECTED MONTHS UNTIL FUNCTIONAL ZERO	6-MONTH AVERAGE MONTHLY HOUSING PLACEMENT RATE
19	0.7	13



*** The intersection of the red and yellow lines represents the month you are projected to reach functional zero.

**Medium Term –
Housing
(countywide)**

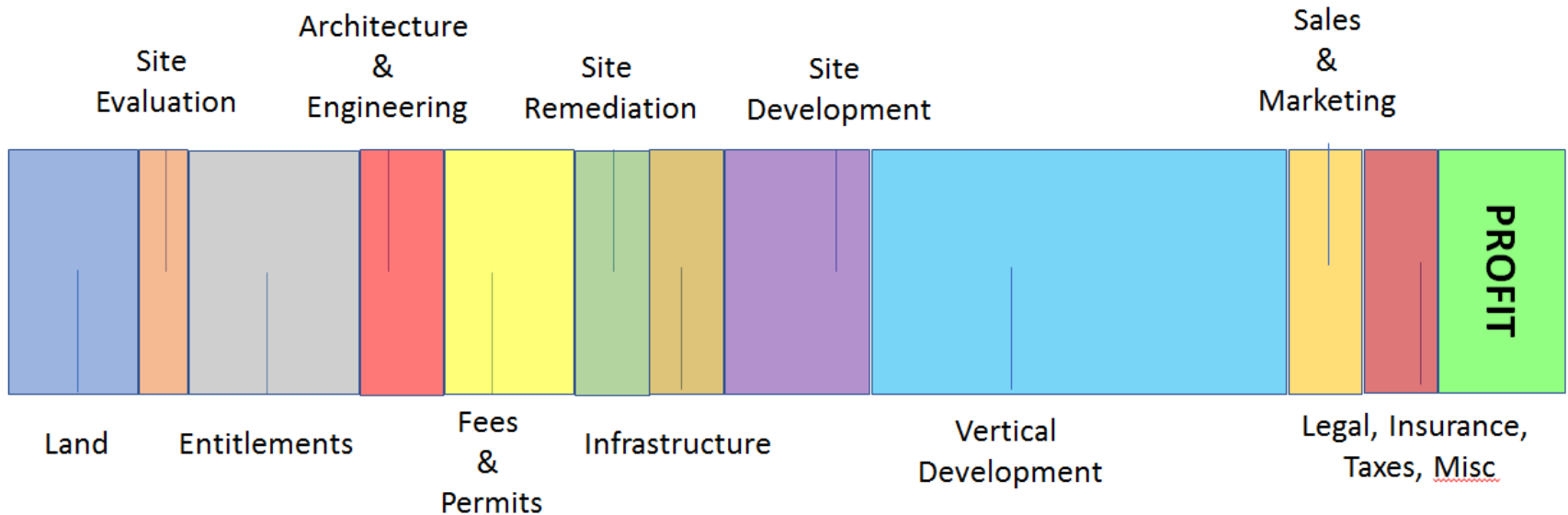
**What's Standing in
Our Way???**

Successful Communities ...

- Have realized that social workers aren't real estate agents
- They leverage the private sector to develop housing resources so social service providers can focus on what they're best at
- Since January of 2017 when the Marin Housing Authority hired a "Housing Locator" with private sector property management experience, she has recruited 40+ landlords

Our Challenges around Housing

(We lack expertise and accountability around the entire development cycle)



Worse, We're Stuck before We Even Begin

Challenge	Description
Coordinated site search	<ul style="list-style-type: none">- We do not have a specific person or group responsible for identifying sites.- We do not have a central clearing housing for interested parties to relay information on real estate opportunities.- How do we move on off-market opportunities?
How do we evaluate different sites?	<ul style="list-style-type: none">- What sites are appropriate for the chronically homeless people versus other subpopulations?- Is there a \$/unit ratio we should consider? Or a density of units?
Legal ownership	<ul style="list-style-type: none">- Who's going to actually own these properties?- Does ownership change hands at different points along the development cycle?
Financing	<ul style="list-style-type: none">- How much money is actually available? (now and/or through fundraising)- How do we align different funders' priorities and goals?- How do we make funds more liquid so we can respond in real-time to market opportunities?

