



PROJECT PROPOSAL

Housing Focused Shelter for Families Experiencing Homelessness

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1. Introduction

The Road Home has been providing emergency shelter to families experiencing homelessness since 1988 at the Downtown Community Shelter and Resource Center, utilizing overflow shelter space during the winter months. With years of experience, this model met the need for basic shelter for all families who turned to us for assistance.

In May of 2017, the Utah State Homeless Coordinating Committee mandated that all families be moved from the Downtown Community Shelter and Resource Center by July 15. The Road Home's successful housing focused family shelter program had been crafted and adjusted over many years time. We recognized the neighborhood safety concerns and desire to close the downtown facility by June 30, 2019. Based on these factors, The Road Home team embraced the State's request and our team, with support from our partner agencies, did an incredible job of moving 56 households into rapid re-housing and permanent supportive housing options within a six week period. On July 15, we moved 8 families into motels, as the Midvale Family Resource Center was full. Since that time, we have continued to help families move out of shelter as quickly as possible. The number of families in motels continued to rise as the number of families coming to us for shelter continued to rise (as is usual for this time of year). We are experiencing a slight increase in the number of families over last year.

2. The Current Situation

As of the end of October, we have approximately 66 families in motel rooms. To date we have provided 166 families with motel stays. We anticipate expending all currently allocated Motel Program funding by the end of November 10, 2017.

The average length of stay in motels is 54.6 nights. The average length of stay for those same families, in shelter, before moving in to their motel placements is 24 nights, for a total average is 78.7 nights.

Of the 86 families who have moved out from motels so far:

- 27 (31%) have been brought back to shelter for disturbance in the motel or avoiding case management
- 56 (65%) have moved in to housing through TRH rental assistance programs
- 2 families self-resolved
- 1 family moved from a motel back to shelter due to TRH safety concerns about the motel

Due to our capacity limit in the Midvale shelter, we are in the process of moving up to 20 additional families into motels to ensure we can bring new families into the Midvale shelter as they come to us in need. The severe housing shortage, particularly in affordable units, has continued to impact our program and increase the time it takes for a family to find an appropriate unit.

At the same time, we are continuing a high level of family move outs from shelter and motels. In September, we had 85 new families enter shelter and 88 families move out.

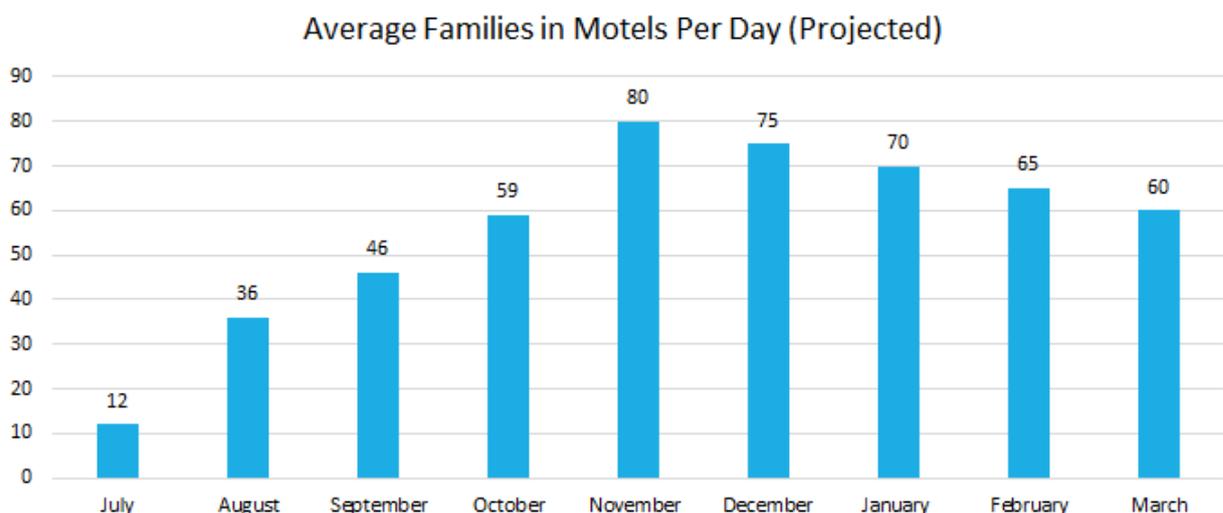
We have recently hired a full time Motel Placement Coordinator to oversee the program and increase our level of communication with motel staff.

The TANF funding for the family relocation project allowed us to expand our Housing Location and Case Management teams. As these teams become more seasoned and proficient at moving families out of shelter, we expect to see the moves to housing increase and happen more quickly, resulting in fewer families in motels as space is more available in shelter.

The Road Home team surveyed available information on motel programs in other communities and utilized that information to help inform our process improvement. A summary of this information is attached.

The chart below depicts our projection for the number of families that will need to be in hotels each month. With a 300 person capacity at the Midvale Family Center, the numbers in motels will increase through the end of our peak season. These projections are based on trends from last fall/winter in which the greatest number of entries to shelter was between August through November, leveling off December through February, decreasing March through May, then beginning to increase again in June.

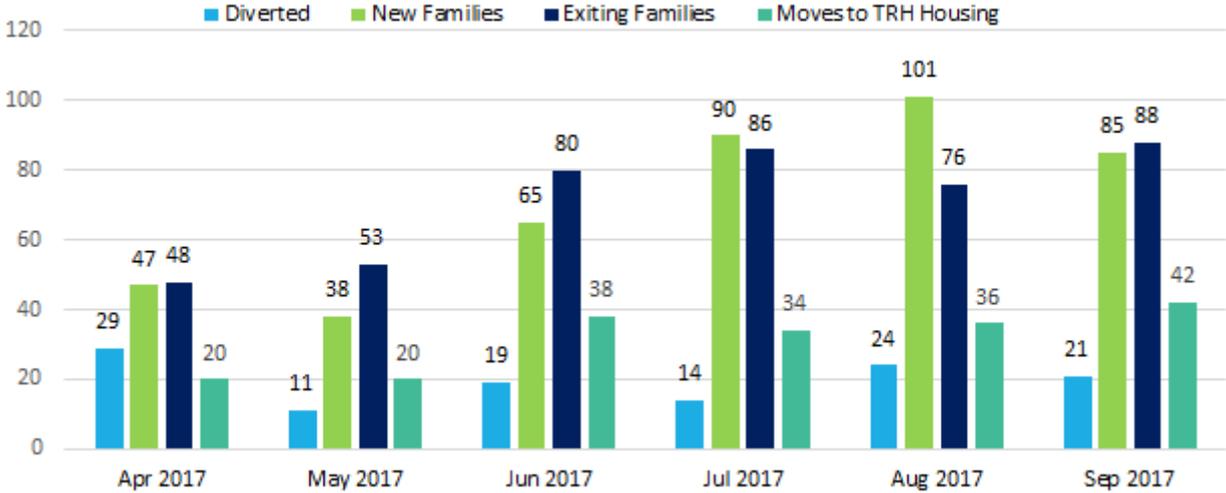
To keep nightly motels needed at or below levels projected above, we need to increase the number of families moving into housing each month by approximately 20. This will require us to bolster our team with one new Housing Administrative Support specialist to assist with maintaining families in units after they have been placed, complete work in HMIS, assist with housing re-certifications, coordinate with housing teams, etc. We have bolstered the upfront staffing to accommodate more move outs, but not the back end support to ensure they can stay out as long as possible. We will also need additional rapid re-housing resources for TANF and non-TANF eligible families, as well as two rapid re-housing case managers to ensure housing stability.



The following chart shows diversion, shelter entries and exits (including exits to housing). UCA has been able to successfully divert 31% of all families seeking shelter. In a given month, nearly as many households are exiting shelter as are as are entering shelter.

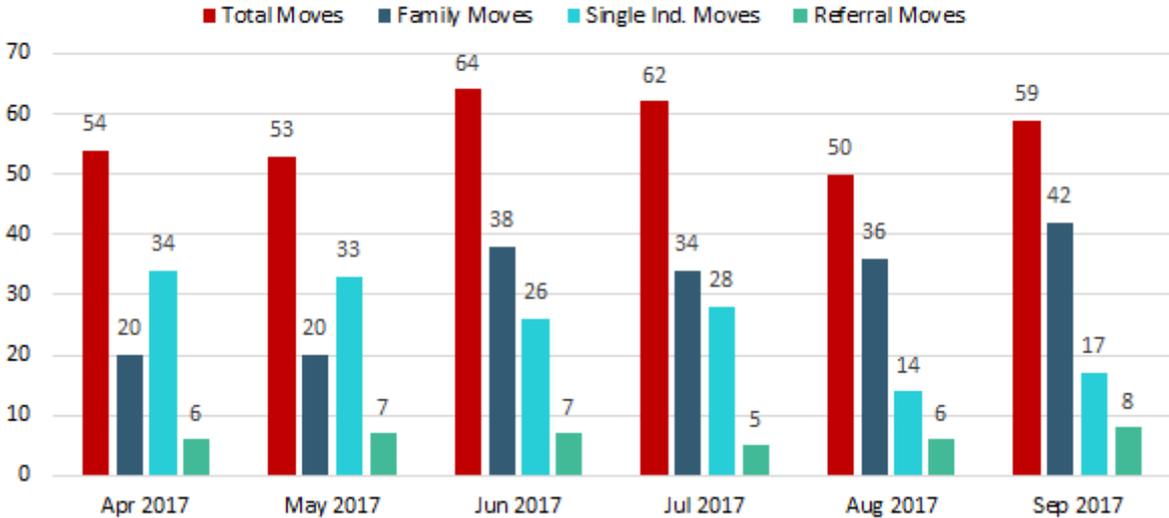
This statement is not exactly accurate, as the moves into HOUSING each month are 1/4 to 1/3 of exits from shelter. TOTAL exits from shelter are approximately even with entering numbers, but the other exits from shelter include a significant amount of "self resolved" families who we don't know really where they went.

Diverted & Entering vs. Exiting Families - 6 Mos.



The following chart depicts families TRH has moved into our housing programs (not all moves out of shelter). In September, we moved 42 families into TRH housing programs. Of those, 8 did not stay in our shelter, but were referred by partner agencies.

Housing Moves Per Month - 6 Mos.



3. Trying New Things – Agency Perspective

We are making every effort possible to use the lowest number of motel placements possible, in the most efficient and effective manner possible.

WHAT WE HAVE BEEN DOING...

WHAT WE ARE TRYING NOW...

Intake activities were isolated to collecting required data for shelter entry.

Intake staff are now continuing the conversations started during diversion on alternatives to shelter. Intake staff also begin gathering documentation needed for housing, and can send for necessary documents.

Our front line staff, shelter monitors, have been primarily focused on basic management of shelter activities and rule enforcement.

Our front line staff are now, **Family Advocates**. Job duties have been re-tooled to give advocates additional responsibilities including providing crisis services and continuing the housing conversation.

Shelter Case Managers work with families to meet immediate crisis needs, link to activities in shelter and begin housing conversation.

Shelter Case Managers have been retooled to be **Housing Case Managers** with a more concentrated focus on being the link between families and the housing assessment and location team.

As the Midvale shelter is at capacity, families that are approved for housing have been placed into motels as they complete their housing search.

We will begin applying **progressive engagement** processes in our motel program. Families that are approved for housing will be approved for 7 days in a motel. If housing has not been located at the end of set period, case managers will work with families to determine next steps and approve more time as needed.

Selection of families to move to motels has been primarily based on TANF eligibility (due to payment type) and Housing approval.

Based on research recommendations, selection of families for motels will include the consideration of barriers, such as transportation availability.

Motels used have been primarily based upon

Based on research recommendations, we will seek to primarily use long term stay motels, with

availability.

kitchen access. We will also evaluate motel accessibility to services.

We currently have one team (one case manager & one housing locator) working to connect 63 families (located in five different motels) with housing.

This funding request would allow us to hire **two additional motel teams** (4 FTE) as well as fund a position to manage the motel program. We will be reaching out to partner agencies to help secure vehicles for these teams. (Housing searches are taking much longer in the extremely tight rental market)

UCA has been able to divert 31% of those seeking shelter.

Increase diversion activities to reach a larger number of families as they enter shelter. This funding would provide increased diversion options, such as prevention payments.

Rapid Re-housing case management has been short term and very basic in nature

With family relocation funding we have been able to increase our Rapid Re-housing team. These case managers have now reached capacity. This funding request will allow us to increase our capacity to case manage additional households. In addition, we have re-tooled our case management practices to **include an enhanced hand off** between shelter housing teams and external housing teams and a warm transition to community supports when exiting our program.

Rapid Re-housing assistance ended after the first few months in housing. Some families would later lose their housing and return to shelter without warning.

We are working on adapting messaging to families as their Rapid Re-housing financial assistance ends. We are encouraging landlords and families to call us when trouble begins while they are still housed. This gives us the opportunity to work with landlords and families to **retain housing placement**.

Case Managers and Housing Locators both working independently with families

Housing Locators and Case Managers are now paired and work with families in teams.

4. Trying New Things - the Family Perspective

WHAT WE WERE DOING...

WHAT WE ARE TRYING NOW...

A family presenting for shelter would meet with a Diversion Specialist, if available, to see if there are any unexplored housing options.

With increased hours of availability, families are more likely to meet with the Diversion team prior to entering shelter. In addition, families may meet with a Diversion Specialist as well as their case manager throughout their stay, to explore changes in housing opportunities.

Families that were not diverted would meet with the Intake Team. Intake would gather any available documents and refer a family to case our management team to help acquire missing documents.

When a family meets with the intake team, all available documentation is gathered. If IDs or social security documents are missing, these can now be ordered for family members during the Intake process (speeding up the time it can take to access housing).

After shelter entry, families would present to the case management office to meet with any available Case Manager to meet crisis needs.

Families work directly with Family Advocates at the front desk to meet immediate crisis needs. Each family is given a specific Housing Case Manager assignment. The Housing Case Manager will follow up the same day or the next. Case Managers track each family's progress toward housing goals.

Families worked with a Case Manager to develop a case plan.

"Case plans" have been rebranded as "Housing Plans" and developed during 1st CM meeting. Families to set goals that are focused on getting them into housing within 2-4 weeks, focusing them on the need to move quickly through the housing process.

All families were assessed for Rapid Re-housing if they were in shelter for two weeks or longer

Emphasize Housing Plans based on self-sufficiency where possible. Subsidy isn't the answer for all families and this is our way to tailor families' housing plans to keep them focused on

5. Scope of Work

By re-tooling current approaches, The Road Home will work with families to help them move swiftly into housing thereby reducing the length of stay in the emergency shelter and motel programs.

We will utilize funding as described in the budget below.

Flexible housing funding will be utilized to provide motel stays (through progressive engagement), case management and housing services to families.

Funding not utilized for motel stays may be utilized to provide creative housing solutions and supports such as short stay incentives and shallow housing subsidies

6. Budget

Description	Request	What you are purchasing
Diversion funding (prevention funding, travel, other – to be done with existing Diversion team) subcontracted to UCA	\$50,000	Additional families being diverted from shelter, as well as families engaged in post-shelter entry diversion conversations
Flexible housing funding - motel vouchers, housing incentives, rapid re-housing, barrier elimination	\$794,000	Motel stays, housing placement and support for as many families as possible
Motel Program Staffing (5 FTE for 5 months)	\$85,000	2 additional motel teams, as well a motel coordinator to work with families in motels, as well as the properties
Motel Program Expenses	\$20,000	Support for the motel program (equipment, transportation costs for staff, supplies, etc)*
Housing – Administrative Support Specialist (2 FTE for 5 months)	\$17,000	Accurate records, landlord engagement and support, rent payment management
Housing – RRH case management (2 FTE for 5 months)	\$34,000	Housing stability support for families on short term subsidies
TOTAL	\$1,000,000	

*We will be reaching out to other funding partners to try to secure vehicles for this project. We will seek other funding to provide for office space within motels utilized.

7. Goals and Evaluation

- Reduce average Length of stay from 70 days in shelter & motel combined
- Reduce returns to homelessness from TRH programs from 25%
- A monthly meeting will be established with TRH and key stakeholders to evaluate program progress, successes and potential program changes.
- TRH will continue to send out weekly report on shelter numbers and quarterly reports with trends and comparisons.

1. Appendix

- Housing discussion flow
- Motel study