

Homeless Strategic Plan – IMPLEMENTATION PLAN OVERVIEW

GOAL ONE – INCREASE LOCAL CAPACITY

Strategy 1: *Create local infrastructure to implement strategic plan, which would include creation of an advisory committee*

SUMMARY

- Many communities convene local advisory bodies to provide guidance and support of implementation efforts. It is important to convene a body with broad representation and with a clear role regarding plan oversight and implementation. Alison will commit to the end of the year to convene community members (business, faith, non-profit, health care providers, unaffiliated) to start the process of establishing an advisory committee and finding a lead agency. Meet with individual faith-based groups to ensure participation.

POTENTIAL PARTNERS

- Groups listed above, city council members, commission members, housing authority staff, United Way staff, etc.

POTENTIAL COSTS

- Anticipated annual cost range: \$0

MEASURE OF SUCCESS

- Established advisory body which is representative of the Loveland community

Strategy 2: *Establish local lead agency to guide plan implementation.*

SUMMARY

- A local lead agency will provide leadership, serve as a convener and facilitator focused around plan implementation. Important to designate a local lead agency to maintain momentum among stakeholders needed to implement recommendations. Local advisory body can identify local agencies to approach regarding lead agency role. A small group may be tasked by advisory body to meet one-on-one with potential lead agencies. Meet with interested faith-based groups to explore leadership opportunities. Questions as well as lead agency role description should be developed prior to meeting with potential lead agencies.

POTENTIAL PARTNERS

- Non-profit, Larimer County, faith group, United Way, Community Foundation of Northern Colorado

POTENTIAL COSTS

- Incentivize agencies to consider this role might include start-up funding to assist with staff and other logistical costs.

Anticipated one-time cost range: \$0 - \$150,000

MEASURE OF SUCCESS

- Established lead agency

Strategy 3: Designate staff to support/guide plan implementation.

SUMMARY

- Dedicated staff will be essential in supporting governing body and providing support and guidance in implementation of strategic plan.

POTENTIAL PARTNERS

- Same as Strategy 2

POTENTIAL COSTS

- Staff may be secured through specific funding or local lead agency may assign existing staff to support implementation efforts. Short-term staffing strategies may include use of local agency loaned staff, university interns, pro-bono volunteer or retired professional volunteer.

Anticipated annual cost range: \$0 - \$150,000

MEASURE OF SUCCESS

- Staff person designated to support implementation efforts

Strategy 4: Identify resources to strengthen local capacity.

SUMMARY

- Establish a work group from local advisory body to prioritize local service and resource needs which will guide future investment strategies. Use provided funding matrix as well as contacting national, state and local investors to identify opportunities and develop a pipeline of resources. Meet with individual faith-based groups to discuss current limited capacity of efforts and explore investment opportunities.

POTENTIAL PARTNERS

- City of Loveland, City of Fort Collins, Larimer County, United Way, foundations, etc.

POTENTIAL COSTS

- Costs paid under Strategy 2 as well as donated time from local agency grant writers.

Anticipated annual cost range: \$0 - \$50,000

MEASURE OF SUCCESS

- Acquired funding to support implementation efforts and increase local agency capacity.

GOAL TWO – INCREASE USE OF DATA IN UNDERSTANDING POPULATIONS AND TRACKING SERVICE SYSTEMS

Strategy 1: Support local provider implementation and use of a single data system.

SUMMARY

- Many communities have a single data system in use among local providers. Colorado recently secured a new HMIS (Homeless Management Information System) vendor to improve local and statewide data collection and reporting. Colorado is one of few states which has designated one HMIS vendor for use across the state. All Loveland data will be entered into the Homeless Management Information System (HMIS) that is used throughout Colorado. This will almost certainly happen regardless of this plan.

POTENTIAL PARTNERS

- Continuum of Care, Homeward Alliance, Housing Catalyst, Division of Housing

POTENTIAL COSTS

- Waiting to obtain user cost information from the Continuum of Care. Funding could come from the Division of Housing, local agencies or United Way of Larimer County.
Anticipated annual cost range: \$0 - \$50,000

MEASURE OF SUCCESS

- One data system is utilized by all service agencies across the community.

Strategy 2: Develop a data dashboard and implement citywide reporting of local services and outcomes.

SUMMARY

- Public sources providing information and data about services and outcomes addressing homelessness improves community understanding and service effectiveness. This strategy is somewhat reliant on HMIS (above).

POTENTIAL PARTNERS

- Homeward 2020, Homeward Alliance

POTENTIAL COSTS

- Collaborate with Homeward 2020 to replicate Fort Collins dashboard. Explore joint dashboard development and maintenance costs. Identify local resources (pro-bono, grants) to support development of a dashboard.
Anticipated annual cost range: \$0 - \$50,000

MEASURE OF SUCCESS

- Accessible local and county wide data regarding scope of the issue and outcomes of local and regional interventions.

Strategy 3: Increase local coordinated entry (CE) capacity.

SUMMARY

- Coordinated entry is an effective strategy to assess and prioritize persons in need for services. HMIS contains a CE module which allows for data sharing across providers and removes duplicative efforts (intake, assessment, case management) to streamline access to housing and

services. VISPDAT is the regional assessment tool currently in use. Communities with dedicated case managers/navigators can expedite housing and services for CE identified persons.

- Local CE is referred to as CAHPS: Coordinated Assessment and Housing Placement System

POTENTIAL PARTNERS

- United Way of Weld County, non-profits participating in CAHPS

POTENTIAL COSTS

- Funds may need to be secured to hire staff to work with CE referred individuals. Other strategies could include utilization of college interns, AmeriCorps VISTA members, local volunteers.

Anticipated annual cost range: \$0 - \$150,000

MEASURE OF SUCCESS

- Increased capacity to provide of CE navigation and/or case management will lead to quicker housing placements and service engagement, therefore, lessening length of time in homelessness.

GOAL THREE – INCREASE EDUCATION AND COMMUNITY AWARENESS

Strategy 1: Identify data to be used in educational materials

SUMMARY

- Demographic and service data are key elements to an effective community education campaign.

POTENTIAL PARTNERS

- Lead agency, United Way of Larimer County (providing marketing for Continuum of Care)

POTENTIAL COSTS

- The bulk of this work can be conducted by members of the advisory body or an appointed committee.

Anticipated annual cost range: \$0

MEASURE OF SUCCESS

- Data identified to be used for local education efforts.

Strategy 2: Implement regional/local education strategies

SUMMARY

- Public education strategies should be diverse and involve various community stakeholders as the messengers. Involving persons with lived experience humanizes the issue and provides valuable insights of homeless experience which is often misunderstood by community members. Faith community partners would be key in delivering consistent messages and educational presentations throughout the community. Initial staff could include volunteer(s), intern(s) or pro-bono professionals with marketing background. A workgroup of the advisory body could assist in identifying potential sponsors of events to help cover costs.

POTENTIAL PARTNERS

- Faith groups, private citizens, service clubs (Rotary, etc.), dedicated staff

POTENTIAL COSTS

- Explore opportunities for faith communities to take a leadership role as well as active involvement in developing and implementing education strategies (i.e., speakers bureau, events, dialogue forums, dissemination of print materials, etc.)
- Anticipated annual cost range: \$0 - \$5,000

MEASURE OF SUCCESS

- Number of education events and speaking engagements
- Production of education materials
- Speaking engagements
- Evaluation results from event participants

GOAL FOUR – REDUCE THE IMPACT OF STREET HOMELESSNESS

Strategy 1: Establish local street outreach services

SUMMARY

- Incorporate best practices such as formal law enforcement relationship, business community partnerships, training for outreach team and LPD, incentives for outreach team to engage street population into services, as well as, employing formerly homeless person(s) as team members. Recommend that local stakeholders work with Outreach Fort Collins to explore opportunities for collaboration and shared resources.

POTENTIAL PARTNERS

- Outreach Fort Collins, SummitStone Health Partners peer navigators program

POTENTIAL COSTS

- Anticipated annual cost range: \$150,000 - \$200,000

MEASURE OF SUCCESS

- Fewer calls to and interactions with Loveland Police department
- Less impact upon justice system (jail, courts)
- Less impact upon downtown business district measured by police calls and surveys
- Connecting street population with housing and services
- Reduction of persons sleeping outside

Strategy 2: Increase access to bathrooms.

SUMMARY

- Provide access to existing facilities in short-term with goal of developing capacity at existing and/or new facilities. It will be important to establish 'security measures' to ensure facilities are safe, clean and not used for other purposes. Security strategies could include installation of partial stall doors, camera monitoring, persons accompanied by staff, hire formerly homeless individual to supervise/assist with strategies. It will be important to establish strategies which prevent inappropriate behaviors (drug use, sex, sleeping, damage/unsanitary actions) from the few.

POTENTIAL PARTNERS

- Street Outreach team, City of Loveland, 137 Connection

POTENTIAL COSTS

- Anticipated cost range: \$0 - TBD

MEASURE OF SUCCESS

- Less human waste in the community
- Expanded access (hours) to facilities for persons in need

Strategy 3: *Develop multi-service center to address access, hygiene and storage needs of travelers and local homeless households.*

SUMMARY

- Creating a local ‘services hub’ with resources and providers will provide assessment opportunities and entry point for service interventions. In particular, travelers often get ‘stuck’ in communities due to transportation or other issues and typically aren’t interested in becoming permanently housed. Brief interventions (reunification, transportation and document assistance) will often assist travelers in continuing onto their destination. Faith communities across the country often assist those ‘stuck’ in a community. It will be important to establish guidelines and expectations for travelers receiving assistance.

A local ‘services hub’ can also be helpful for local homeless households to receive assessment, services and referrals in one-stop setting.

The local advisory board should discuss short-term strategies such as identifying existing community/church space which could be used on a short-term basis. Initially, the ‘services hub’ could be open with established hours on certain days of the week and could be staffed by local agency personnel, volunteers and interns. Long-term goal might be including space for a ‘services hub’ in future housing developments particularly in a campus setting.

POTENTIAL PARTNERS

- Lead agency, local church, non-profit

POTENTIAL COSTS

- Anticipated cost range: \$0 - TBD

MEASURE OF SUCCESS

- Number of persons served
- Assess return on investments regarding traveler population

Strategy 4: *Expand local short-term housing options.*

SUMMARY

- Loveland does not currently have year-round short-term housing in place for local individuals experiencing homelessness. There is a temporary shelter open during the winter months, dependent on inclement weather and there is a rotating overnight shelter program for families. A year-round, short-term housing resource for unaccompanied individuals has been identified as a significant gap in the Loveland community. Short-term goal might be expansion of current sheltering through 137 Connection.

Other options for consideration include: Safe Parking initiative; sanctioned camp site with supervision and peer driven model (Camp Hope - Las Cruces); use of local hotel vouchers.

Long-term considerations could include development of short-term beds within a future housing development.

POTENTIAL PARTNERS

- Non-profit

POTENTIAL COSTS

- Anticipated total annual cost range for year-round night shelter: \$200,000 - \$250,000
Current costs: \$125,000 (including \$35,000 from city)

- Anticipated annual cost range: Sanctioned camping: Staff (\$50,000-\$75,000) which would include faith community, local provider and volunteer support.

MEASURE OF SUCCESS

- Reduction of persons sleeping outside
- Fewer phone calls to law enforcement
- Reduction of tickets issued to persons sleeping outside
- Bed utilization and feedback from persons using short term housing options

GOAL FIVE – INCOME, EMPLOYMENT AND SERVICES

Strategy 1: Increase employment opportunities for those experiencing homelessness.

SUMMARY

- Many households experiencing homelessness have jobs which don't provide enough resources to exit homelessness. Supported employment will be important for those who have been out of the workforce for a number of years or who have physical/cognitive limitations and need coaching and other supports to stay successfully employed.

Explore partnership with local and regional agencies which are interested in developing a supported employment program. Initial employment opportunities could focus on city and community needs (trash pick-up; graffiti clean-up; road maintenance; etc.)

Consider seeking technical assistance from projects with successful track record. Pilot with existing high-performing provider.

POTENTIAL PARTNERS

- Non-profit, organizations specifically working on this issue in other cities, City of Loveland departments (Parks & Rec, Public Works)

POTENTIAL COSTS

- Anticipated cost range: TBD

MEASURE OF SUCCESS

- Employed persons experiencing homelessness
- Program participants are in housing
- Employment partners report quality work
- Local organizations engaging in employment programs.

Strategy 2: Increase access to behavioral health care resources.

SUMMARY

- A range of mental health treatment services are needed by many persons experiencing homelessness. Specific services include medication management, crisis intervention, counseling, support to make appointments and follow through. Larimer County is expected to take the lead on this issue. Local needs will continue to be evaluated.

POTENTIAL PARTNERS

- Larimer County Behavioral Health

POTENTIAL COSTS

- Anticipated cost range: TBD

MEASURE OF SUCCESS

- Number of people served
- Reduction of behavioral issues in public settings
- Stabilization of persons in housing

Strategy 3: Improve access to health care resources and discharge planning.

SUMMARY

- Persons experiencing homelessness often have difficulty accessing on-going medical care which leads to over use of local hospital emergency rooms. On-going health care can prevent costly care for issues which go untreated. Access is essential to ensuring health care issues are addressed in a timely manner. Recuperative beds for those who are homeless and being discharged from in-patient care should be established in collaboration with local health care providers and housing/service providers. Some communities have hired formerly homeless persons to serve as health care navigators to support those in need to access health care services. Some communities have health coaches which are volunteer nurses and other health care professionals that meet with persons in community settings.

POTENTIAL PARTNERS

- Sunrise Health Clinic, Salud Health Clinic, Banner, UC Health

POTENTIAL COSTS

- Anticipated cost range: \$0 - TBD

MEASURE OF SUCCESS

- Fewer persons through local emergency rooms as well as returned hospitalizations
- Reduction of persons being discharged from in-patient care to the streets
- Collaborative partnership with health care to address local issues and needs
- Successful recovery from intervention into housing with services as needed

Strategy 4: Improve public benefits access to assist eligible households toward self-sufficiency.

SUMMARY

- Public benefits can support individuals to obtain / retain housing and necessary essentials. Many benefits can lessen community impact (i.e., Medicaid, food stamps, SSI/SSDI, TANF, AND, OAP, child care, etc.) as well as, providing those in need with essential resources to obtain/remain housed. Some communities recognize that public benefits of cash returns to the community through rent, groceries, other goods which contributes to local economy. Existing staff and volunteers could assist with benefit enrollment or a dedicated position could be hired.

POTENTIAL PARTNERS

- Non-profits, CAHPS affiliated agencies specifically

POTENTIAL COSTS

- Anticipated cost range: TBD or \$0 - \$75,000 if a dedicated navigator staff is hired. Should not have an initial cost because current resources could be utilized. Re-evaluate after a year.

MEASURE OF SUCCESS

- Number of formerly homeless individuals housed due to benefit acquisition
- Measure of how public benefits contribute to local economy and lessen impact (i.e., fewer ER visits, less dependency on food banks, employed persons)

GOAL SIX – EXPAND HOUSING RESOURCES

Strategy 1: Develop a private owner network and landlord recruitment strategies

SUMMARY

- There are a few citizens in Loveland who have already taken it upon themselves to address the homeless crisis in Loveland by opening up rooms in privately owned houses. This model needs additional support to truly become sustainable. There may also be local buildings with units (HUD 202 & 811) that could set a preference for homeless individuals and families. Incentives from the City/County (i.e., deposits, damage remediation fund, public recognition, property improvement) should be considered for landlords who are reluctant to rent to persons experiencing homelessness. Consider setting up master leases with these landlords to ensure rent payment is consistent and sustainable.

POTENTIAL PARTNERS

- Lead agency, additional staff, CAHPS affiliated agencies

POTENTIAL COSTS

- Anticipated cost range: \$0 - \$50,000 to be used to assist landlords with a safety-net. Other communities that have a fund have not used much money but lets landlords know they have a partner.

MEASURE OF SUCCESS

- Number of landlords participating in housing people
- Amount of money spent on damage mitigation
- Feedback from participating landlords

Strategy 2: Pilot the use of micro homes on donated land as a potential infill housing model.

SUMMARY

- As the Loveland Housing Authority already plans to build 9 “cottage homes” at Silverleaf Apartments, learning from them in this process could be helpful towards attaining this goal. Micro homes could be placed next to PSH building or on other land to be developed. Residents would be required to pay up to \$500 a month in rent. Additional models to consider include Tiny Homes, Micro Homes, ADUs, and Villages. Two community members have expressed interest in assisting with micro homes. This strategy may happen regardless of this plan if the City is able to donate land.

POTENTIAL PARTNERS

- Loveland Housing Authority, group in Longmont currently building micro homes, private citizen in Loveland working on micro homes, City of Loveland

POTENTIAL COSTS

- Anticipated cost range: TBD. City participation in donated land and waiver of fees.

MEASURE OF SUCCESS

- Reduction of street homelessness
- Housing retention measures
- Employment measures
- Feedback from housed persons and host community

Strategy 3: Expand rapid rehousing resources.

SUMMARY

- The Human Services Commission currently funds a Rapid Rehousing program. Explore opportunities to expand program with additional staff, other non-profits, etc. VOA currently oversees the COR3 program, targeting justice-involved individuals for rapid rehousing; with \$3 million over the next 3 years from CDOH, Loveland residents should be assessed with the JD-VI-SPDAT for this resource.

POTENTIAL PARTNERS

- One Community One Family, Volunteers of America, Homeward Alliance

POTENTIAL COSTS

- Anticipated cost range: \$50,000 - \$100,000 for additional staff.

MEASURE OF SUCCESS

- Number of people who remain housed after short-term subsidy ends
- Number of persons employed after subsidy ends
- Feedback from subsidy recipients as well as participating landlords

Strategy 4: Obtain at least fifty new federal or state rent subsidies.

SUMMARY

- Need to work closely with DOH, other government agencies and local voucher administrator. DOH has both federal and state (Homeless Solutions Program) project-based and tenant-based vouchers available. The likelihood of being awarded project-based vouchers from the state is much greater if there is match from the local housing authority. This strategy will happen regardless of this plan.

POTENTIAL PARTNERS

- Housing Catalyst, Loveland Housing Authority, CAHPS, Division of Housing,

POTENTIAL COSTS

- Anticipated cost range: \$0 - \$10,000

MEASURE OF SUCCESS

- Increased resources
- Number of persons served with increased resources
- Return on investment (housed persons, employed, reduction of ER and police contacts)

Strategy 5: Build 40-60 units of “supportive housing” (30% of AMI and below)

SUMMARY

- Projects of this size and scope generally rely on low-income housing tax credits for a majority of the capital costs. Residents pay minimal rent, so building operating costs typically have to be subsidized. Federally funded “project-based” rent subsidies are the ideal source to help fund ongoing operations. Other “preferences” such as youth, Veterans, people being released from the Department of Corrections or people in need of services due to behavioral health conditions, should be considered. Colorado Division of Housing currently has funds and increasing dollars in

the future for development of support housing projects. This housing is only available to homeless residents with high needs and high barriers to housing.

This project has started and will certainly be finished with the donation of land.

POTENTIAL PARTNERS

- Loveland Housing Authority, Archdiocesan Housing, Housing Catalyst, City of Loveland

POTENTIAL COSTS

- Low-income housing tax credit application. City participation would be waiver of fees with actual costs (backfill) of approximately \$500,000. Applicant will be more successful if land is donated.

Anticipated cost range: TBD

- Predevelopment costs: (typically paid for by developer)

MEASURE OF SUCCESS

- Fewer interactions with LPD with less tickets
- Reduction of homeless individuals in jail
- Fewer homeless individuals participating in the court process
- Lower hospitalization costs
- Housing retention rates
- Feedback from housed persons and supportive housing providers

GOAL SEVEN – STRENGTHEN HOUSING RETENTION AND PREVENTION EFFORTS

Strategy 1: Expand homeless prevention services

SUMMARY

- Identify existing/new funds for assistance, establish landlord mediation strategies, track investments to demonstrate ROI. Locate services in one central location.

POTENTIAL PARTNERS

- Neighbor to Neighbor, St. Vincent de Paul

POTENTIAL COSTS

- Anticipated cost range: \$15,000 - \$20,000 for additional rent assistance if necessary. Additional funding may not be necessary.

MEASURE OF SUCCESS

- Number of households diverted from homelessness
- Number of households which retained existing housing

Strategy 2: Expand housing retention services

SUMMARY

- As Neighbor to Neighbor already has an Eviction Prevention program at the Life Center in Loveland and other locations in Ft. Collins, learn from what is working at this program and where possibilities for expansion exist. Identify resources for funds (CO Health Foundation). Ensure adequate case managers to check on now housed residents living in private units. This has started with local providers and the CPO. We will ask interns to participate to keep costs low.

POTENTIAL PARTNERS

- Local CAHPS affiliated agencies, higher education: CSU, UNC, Regis, AIMS

POTENTIAL COSTS

- Anticipated cost range: minimal if volunteers are used. Staff may be needed for landlord mediation.

MEASURE OF SUCCESS:

- Number of households which remained housed
- Household employment information and other income to remain housed