City of San Antonio, TX - Collaborative management to deal with homelessness, Katherine Mason, Innovation Manager, City of San Antonio’s Office of Innovation, TX

- Created partnerships with human services and police to come up strategic solutions for homelessness.
- Prior to developing solutions, homelessness was almost at 3,000 individuals which at least 800 individuals suffered from chronic homelessness, been homeless for at least a year and have had 4 episodes of homeless in the past three years. Most individuals that were homeless are dealing with mental issues and substance abuse.

**New Approach:** consisted of police building relationships with homeless individuals.

- IMPACT was created (Integrated Mobile Partners Action Care Team); consists of 2 mental unit officers, 1 EMS Paramedic and 1 mental health provider.
- Next big step was updating continuum of care (CoC) system (supportive services, rapid re-housing, homeless prevention)
- 2015-17 has seen success as 27% of decrease of homelessness downtown. Also 33% decrease in panhandling.

**Obstacles faced:**
lack of mental health resources, existing legislation, lack of substance intervention training for first responders.

**Ongoing Efforts:** Homeless Outreach Positive Encounters (Hope)

- Realignment of resources to focus on chronic homelessness
- Expansion of Mental Health and Substance Abuse Treatment
- Prioritize Housing Subsidies

*(Taken from slide 13)*
City of Santa Monica, CA - Innovations to Address Homelessness, Margaret Willis, Human Services Administrator, City of Santa Monica, CA & Lisa Varon, Senior Development Analyst, City of Santa Monica’s Housing Division, CA

- currently have 921 homeless individuals.
- There are 4 CoC established by HUD from LA County
- LA County has the largest unsheltered population in the country. Severely impacted by street homelessness.

### Challenges to prioritizing high needs people:
- people who can't keep their time of schedule, expensive interventions, lower program capacity and landlord retention and relations.
- Small community with not many landlords willing to house high need individuals.

### Guided Principles on Homelessness Principles

**Emphasis on focusing on most vulnerable and most likely to die on the street if they don't receive any assistance**

**Field based care:** Expectation to get out and meet clients were they at, no matter where they are located; **Flexible funding:** city funding able to use funds for emergency needs and help vulnerable individuals; **Align resources:** Look to created policies around housing polices and police policy.

### Innovation Strategies:

**Staff liaisons:** CoC graduate program, buildings aimed at 100% helping mental ill or previous homeless-some have lived at buildings for over 10 years. Program will transition individuals that have been in the program for years become more independent.

### Strategies:

**Relentless Coordination -**
- Monthly, case coordination; Highest user people that have been in the community for over 5 years (High priority)
- Brand new (25% of new homeless come from out of state and have been in Santa Monica for less than a year)

**Bi-Weekly Coordination:** meetings amongst city attorney, city liaison and police, **Daily Custody list:** track record of daily arrest that keeps data for groups to check if a homeless individual have been arrested.

**Justice involved individuals -**

**Homeless Community Court:** A program that allows folks contacted by the police that have a misdemeanor level case to meet with a human service staff and judge and city attorney, to deal with justice involved contact. To work on a treatment plan that will allow them to get treatment and housing; **Stacking cases:** high level individuals who have been successful with outreach. Collect groups in a batch to offer homeless community court to allow people to get proper treatment;

**Coordinated Joint Outreach:** Police and human services; **Data Sharing App:** Data of contact of high level of homeless area. Help police get connected with local case managers in the area.

**Homeless Prevention -**

**Tenant protections/ legal services:** don't want clients to become homeless, help with eviction prevention so evictions don't go on public record; **Eviction prevention:** Senior housing task force: help seniors on not losing their housing.
Listed below are some discussion topics and/or questions that you can use to initiate conversation with team members or stakeholders if you want to explore this idea further in your organization.

San Antonio Discussion Questions:

1. Could you speak on how your team guide reprioritizing funds with departments?

   New approach on bringing on office of innovation and different partners along with aligning how they can work together. First step analyzing/understanding the problems and data. Human services had different data sets and indicators so we had to examine both to compare data. Innovation brought all providers and onsite observations of homelessness by visiting homeless shelters. Under the life of homeless person. To get a perspective of their pain points and service providers pain points. Followed lean six sigma method, such as process mapping and voice of the customer. Want to focus on strategizing of coming up with different initiatives working with other boards. Office innovation is typically office of instigator.

2. How does the IMPACT connect people with SA's Coordinated Intake/Entry & Assessment System for people with a housing crisis?

   One of our biggest resources are Heaven for hope is located downtown, onsite shelter with rehabilitation program. Huge campus, a lot of providers are located there for immediately housing. And those with needs of specialize housing (protection, abusive women) they have those resources available for housing immediately. Food, eye glasses and mental health resources and beyond are available.

3. How did San Antonio engage different partners in their COC?

   Series of forum of many other organizations to discuss the disconnect and how they can be involved. Addressing the pain points. the regional alliance board added new/different members to help get more input and different perspective outlooks. Provide additional resources that build an online database that everyone now uses the same track system to keep track of each homeless person.

4. How did you determine the need to reorganize the Board and how were they repurposed? What were the benefits?

   Received feedback that the board wasn’t working such as being on the same page and not getting investment from the larger community due to lack of communication. Had honest conversation on rebuilding. Went from all provider network in 2014 representation to now 3-4 service providers to local business owners, city and county employees. Which gives a very diverse perspective.
5. How did SA engage different partners in their CoC?

We used a series of forums to invite everyone to the discussion, get everyone in the room and on the same page. Many of the partners are co-located at our homeless services campus, Haven for Hope, so that has helped connect the partners on a regular basis.

6. How did you determine the need to reorganize the Board and how were they repurposed? What were the benefits?

The current Board members identified the need and communicated it to us during the stakeholder forums the City held. They were needing buy-in from the greater community that they couldn’t get without key connections to those groups. The benefits were a wider net of resources, experts, perspectives and political capital. The Board has been better able to make strategic decisions and execute those strategies.

City of Santa Monica Questions:

1. Has Santa Monica had any success transitioning people in permanent supportive housing units to Housing Choice Voucher subsidized housing?

In the process of doing transitions, don't have specific examples yet. In one project currently working on a COC graduate will have onsite property manager for 12 units. Will have a half time Coordinator that will help the tenants with transition of permanent housing isn't mandatory but is an option for tenants. So, they don't feel any abandonment. Apparently, HUD allows someone to come to the housing authority to request a housing voucher.

2. Does Santa Monica target its eviction prevention funds to people who would become homeless were it not for the eviction prevention assistance or is the assistance available to anyone facing eviction?

Eviction funds are for any residents of Santa Monica, focus on renters but look at people who own their homes and maybe facing foreclosure and various case by case must be extenuating circumstances. Must have a permanent address Santa Monica that shows you are a resident being convicted and you will be assigned to a non-profit agency to provide case management and budgeting support as part of the financial assistance, so they are sustainable once our eviction prevention funds end.

3. How do you share information between departments and agencies without violating HIPPA laws?

HIPPA allows for care coordination. Long as the information being shared is for the specific intent of providing care for an individual it does allow for that. The other piece is that we have consent to share information, that includes the city of Santa Monica. That allows us to administer the homeless management information system data that goes into there. So, the clients that consent to give the information allows us the access to that data. The helping authority also has consent that is required federally.
November 7, 2017

From Intervention to Permanent Residency, A Shared Service Opportunity
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Panelists

Katherine Mason, 
*Innovation Manager, City of San Antonio’s Office of Innovation, TX*

Margaret Willis, 
*Human Services Administrator, City of Santa Monica, CA*

Lisa Varon, 
*Senior Development Analyst, City of Santa Monica’s Housing Division, CA*
State of Homelessness in San Antonio
2,891 Homeless persons

800 Chronically homeless

64% Mental Illness

65% Substance Dependence
2015 = Increases in:
Panhandling Arrests
Weapons Violations Arrests
Emergency Detentions
Panhandling Calls for Service
"Arresting Away" Approach

- Homelessness
- Incarceration
- Release
Inter-Departmental & Inter-Agency Silos
Need for a New Approach
Comprehensive Approach

Balanced

Collaborative

Multi-disciplinary
Integrated Mobile Partners Action Care Team (IMPACT)

2 SAPD Mental Health Unit Officers
1 SAFD EMS Paramedic
1 Mental Health Service Provider

Two teams implemented in January 2016
Restructuring the SARAH Board

SARAH
South Alamo Regional Alliance for the Homeless

Capacity

Grant Funding Opportunities

Infrastructure

Cross-sector Engagement
Updated Continuum of Care System

- Permanent Housing
- Supportive Services
- Rapid ReHousing
- Homeless Prevention
- Emergency Shelter
- Family Shelter
- Transitional Housing
SAPD IMPACT TEAM
Integrated
Mobile
Partners
Action
Care
Team
San Antonio Veteran Homelessness Initiative

January 2015

Homeless Veteran Community Collaborative

Community Engagement

IMPACT

$2.1m USAA Contribution

May 2016

1,742+

Effectively Ended Veteran Homelessness
IMPACT: Total Contacts
October 2015 - January 2017

Refused Service: 392
Detoxification: 209
Emergency Detention: 184
Referrals: 539
Total: 1,324
Successes

- **27%** Decrease in downtown homelessness (2016 PIT Count)
- **33%** Decrease in panhandling arrests
- **70%** Individuals contacted by IMPACT who received services
Obstacles

- Lack of mental health resources
- Existing Legislation
- Lack of substance intervention training for first responders
Ongoing Efforts

- Homeless Outreach Positive Encounters (HOPE)
- Realignment of Resources to Focus on Chronic Homelessness
- Expansion of Mental Health and Substance Abuse Treatment
- Prioritize Housing Subsidies
Collaborative Management of Homelessness: Making an IMPACT in San Antonio

Jose De La Cruz, Chief Innovation Officer
Edward Gonzales, Assistant Director, Human Services
Jesse Trevino, Police Officer, Mental Health Unit
Innovations to Address Homelessness
Presented by
CITY OF SANTA MONICA
HUMAN SERVICES DIVISION
HOUSING DIVISION
HOUSING AUTHORITY

Lisa Varon and Margaret Willis
Santa Monica 2017 Count Results: 921
GUIDING PRINCIPLES

Prioritize the most vulnerable/highest users

Comprehensive infrastructure

Field-based care

Flexible funding

Align resources
CHALLENGES TO PRIORITIZING HIGH NEED INDIVIDUALS

• Expensive Interventions
• Lower Program Capacity
• Landlord Retention and Relations
STRATEGIES: Relentless Coordination

- Case coordination monthly
- Bi-weekly coordination with first responders
- Daily in-custody list
- Contracts include HMIS ID's for priority participants
STRATEGIES: Justice Involved Individuals

• Homeless Community Court

• "Stacking" Cases

• Coordinated Joint Outreach

• Data Sharing App
STRATEGIES:
Homeless Prevention

- Tenant Protections / Legal Services
- Eviction Prevention Funds
- Senior Housing Task Force
CHALLENGES IN HOUSING PEOPLE WHO ARE HOMELESS IN SANTA MONICA:

• Tight housing market with high rents
• Displacement
• Small pool of landlords
• Discrimination toward S8 voucher holders
• Barriers to being housed – stigmas and personal backgrounds
HOUSING CHALLENGES

• Vacancy decontrol and demand are increasing rents. Initial median rents are up 3.1% to 16.1% from 2014 to 2016:
  0 BR - $1,800  1 BR - $2,195
  2 BR - $2,950  3 BR - $3,712
• Landlords are selling or redeveloping or trying to increase cash flow
• Landlords refuse voucher holders
• Landlords do not want tenants who may have difficulties
TRADITIONAL STRATEGIES
• Service Provider Collaboration – Continuum of Care
• Pair Housing Trust Fund Loans with Housing Vouchers
CONTINUUM OF CARE PROGRAM

• Chronically Homeless
• On Service Registry
• Became homeless in Santa Monica
• Referred by one of three service providers through the Coordinated Entry System (CES)
INNOVATIVE STRATEGIES FOR HOUSING

- Landlord Liaison
- On-Staff LCSW
- COC Graduate Model
- Preserving Our Diversity (POD) pilot
- Landlord Incentives
- Source of Income Ordinance
- Increase Payment Standard
INNOVATIVE STRATEGIES –
Staff Liaisons

LCSW & LANDLORD

- Support resident
- Provide customer service
- Resolve conflicts
- Identify resources
- Connect and convene
INNOVATIVE STRATEGIES – New Housing Models

• COC Graduates program creates a match for service needs in supportive housing

• POD program helps long-term senior renters with low administrative burdens
OWNER INCENTIVES

H.O.U.S.E
HOUSING OPPORTUNITIES UTILIZING SUBSIDY ENHANCEMENTS

A PROPERTY OWNER INCENTIVE PILOT PROGRAM
A SIGNING BONUS OF $5,000

Available to owners of non-deed restricted, rent-controlled apartments who lease a vacant apartment to a new Santa Monica housing voucher holder

PARTICIPATING LANDLORDS WILL RECEIVE

- A signing bonus of $5,000
- Loss mitigation
- Dedicated staff support

OWNERS CAN LIST THEIR VACANT APARTMENTS AT NO COST

CALL US TO FIND OUT HOW YOU CAN PARTNER UP WITH US AND HELP YOUR COMMUNITY

310.458.8743
INNOVATIVE STRATEGIES – Source of Income Ordinance

• Santa Monica Municipal Code section 4.28.030 to prohibit housing discrimination based on the source of a tenant's income

• Section 4.28.060 to increase the penalties for housing discrimination violations, and to add injunctive relief to the civil remedies.
YOU CAN ALSO FIND US ONLINE AT:
SMGOV.NET/HOUSING
SMGOV.NET/HOMELESSNESS
Q&A

Katherine Mason, Innovation Manager, City of San Antonio’s Office of Innovation, TX

Margaret Willis, Human Services Administrator, City of Santa Monica, CA

Lisa Varon, Senior Development Analyst, City of Santa Monica’s Housing Division, CA
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- Workforce of the Future Workshop – FL on 1/11/2018
- Workforce of the Future Workshop - CA on 1/18/2018
Thank you for joining us today!

Citizens Without Homes