

CITY OF WACO

DRAFT Strategic Plan to Prevent and End Homelessness

CITY COUNCIL WORK SESSION

MARCH 1, 2022 | 3:00 PM

COMMUNITY SERVICES DEPARTMENT



CITY OF WACO

AGENDA

DRAFT Strategic Plan to Prevent and End Homelessness

- PURPOSE OF PLAN
- WHAT IS HOMELESSNESS?
- OVERVIEW OF HOMELESSNESS IN WACO
 - Homeless Data
 - Years Past Data History
 - 3 Year Point In Time Count
 - 3 Year System Performance
- IDENTIFIED GAPS
- STRATEGIC GOALS TO ADDRESS GAP
- STRATEGIC PLANNING TO END HOMELESSNESS
- SERVICE PROVIDERS
- FUNDING
- NEXT STEPS
- QUESTIONS

PURPOSE OF PLAN

DRAFT Strategic Plan to Prevent and End Homelessness

- Understand the needs of individuals and families experiencing homelessness in Waco.
- Identify, develop and improve homeless services and partnerships.
- Work collaboratively with services providers to maximize resources.
- Assess the homeless system's current efforts to address homelessness and provide recommendations to ensure resources are distributed to ensure impact within the community.

WHAT IS HOMELESSNESS?

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HOMELESSNESS is an individual or family who lacks a fixed, regular, and adequate nighttime residence, which includes a primary nighttime residence of:

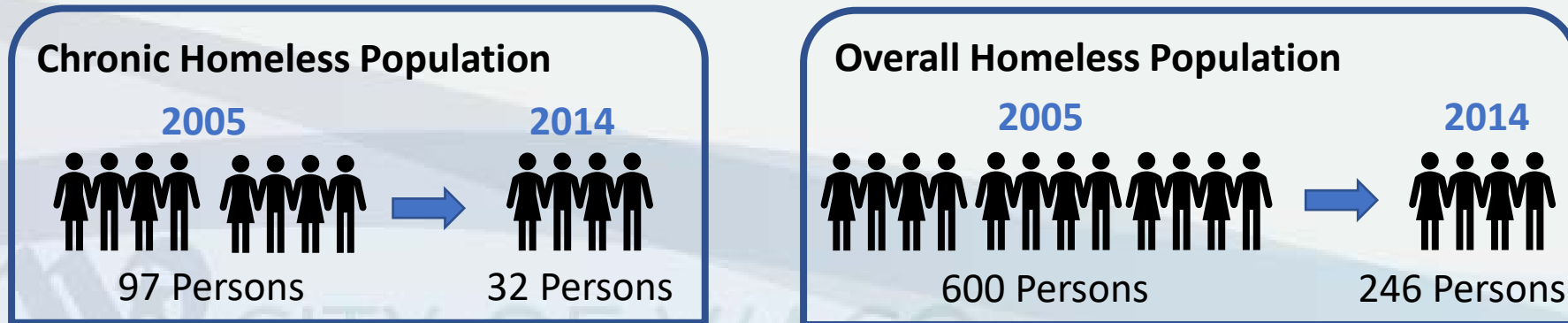
- Place not designed for or ordinarily used as a regular sleeping accommodation (including car, park, abandoned building, bus/train station, airport, or camping ground),
- Publicly or privately operated shelter or transitional housing, including a hotel or motel paid for by government or charitable organizations,
- Individual or family is being evicted within 14 days from their primary nighttime residence, or
- Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, human trafficking or other dangerous or life-threatening conditions that relate to violence; has no other residence; and lacks the resources or support networks to obtain other permanent housing.

HOMELESS IN YEARS PAST

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- Resolution passed by Waco City Council authorizing City Manager to endorse a 10-Year planning process to end chronic homelessness. (May 2004)
- City Council approved the creation of a homeless steering committee. (January 2005)
- Keys to success established
- Steering Committee dissolved on August 5, 2014.

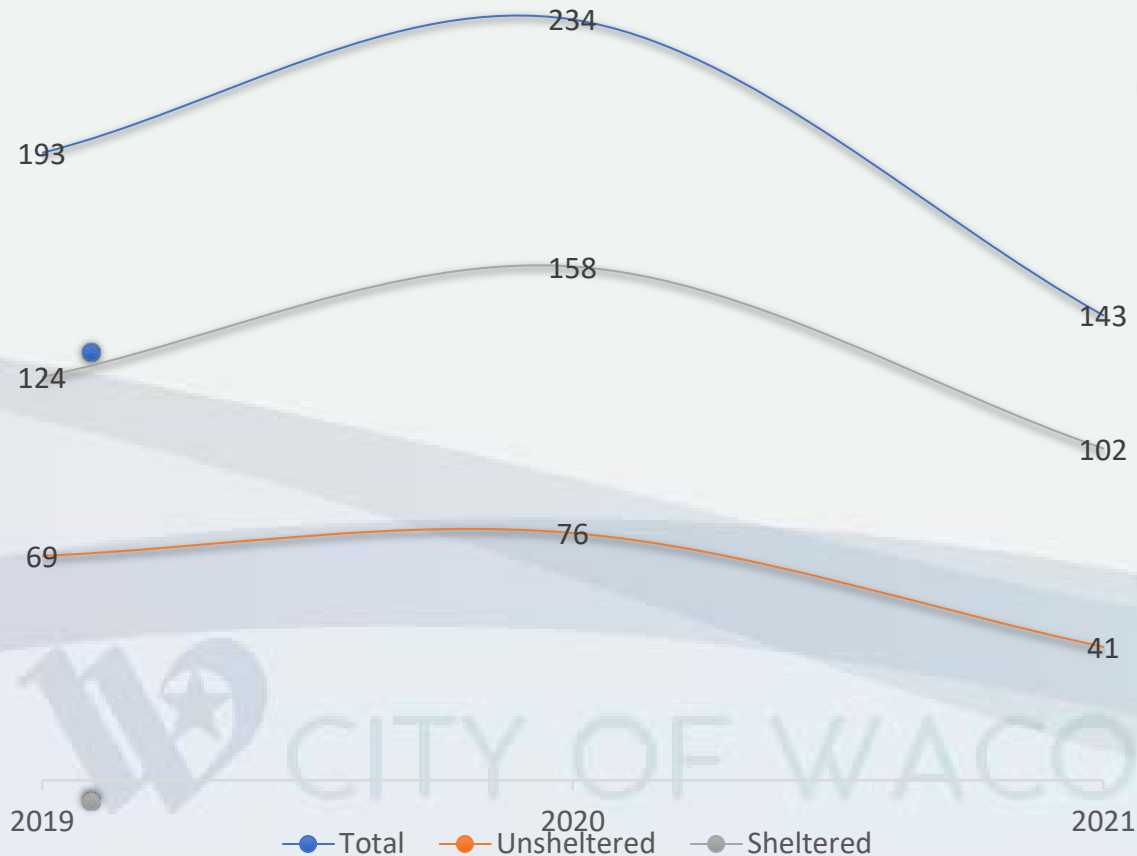
2005-2014 Accomplishments



HOMELESSNESS IN WACO TODAY

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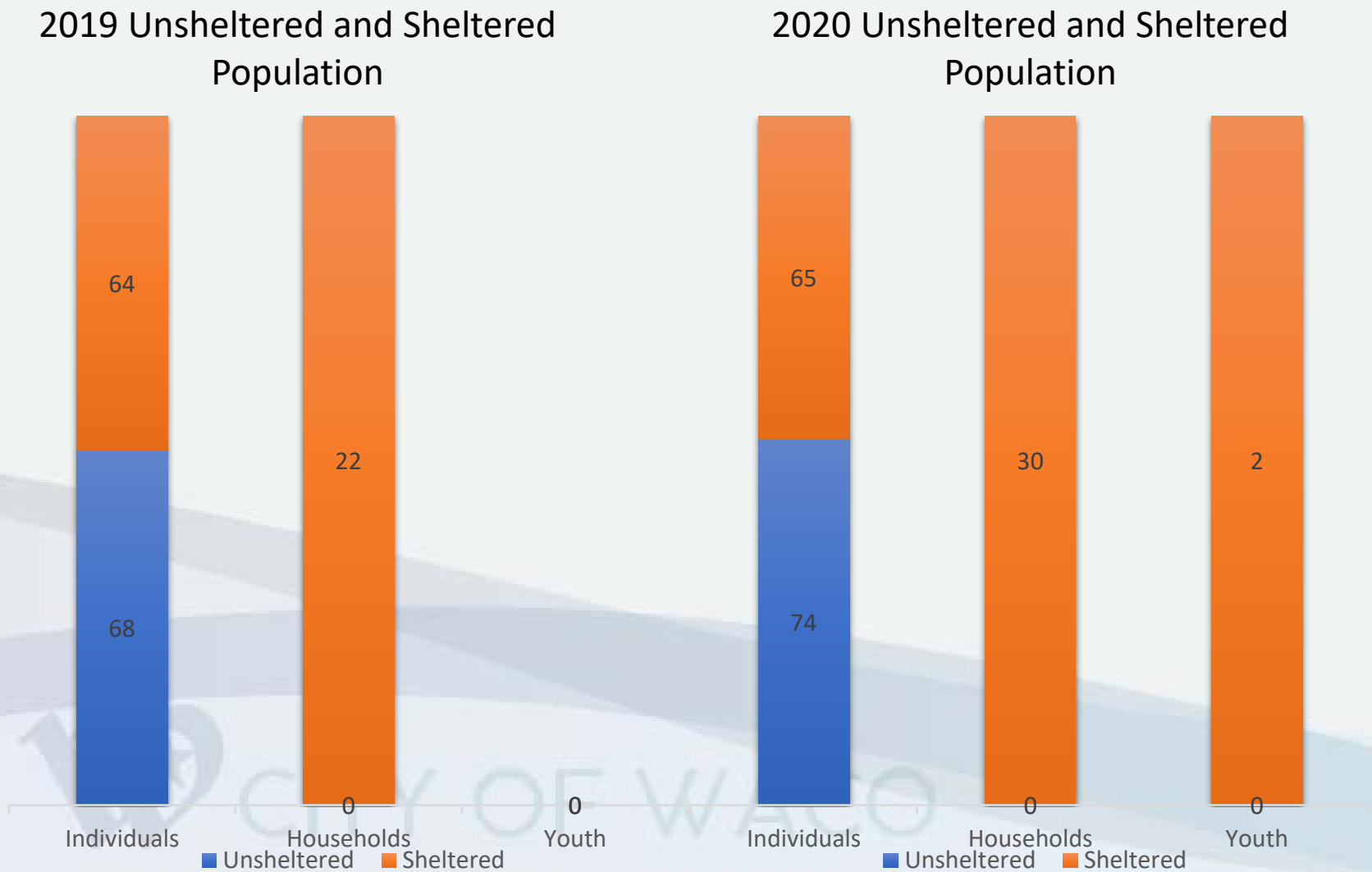
2019 – 2021 Point-In-Time Count Totals
(A course of two days in January)



- 143 persons experiencing homelessness in Waco in 2021.
- 186 unsheltered persons over the past three years.
- 384 sheltered persons over the past three years.
- 41% decrease in unsheltered persons from 2019-2021.
- 18% decrease in sheltered from 2019-2021.

HOMELESSNESS IN WACO

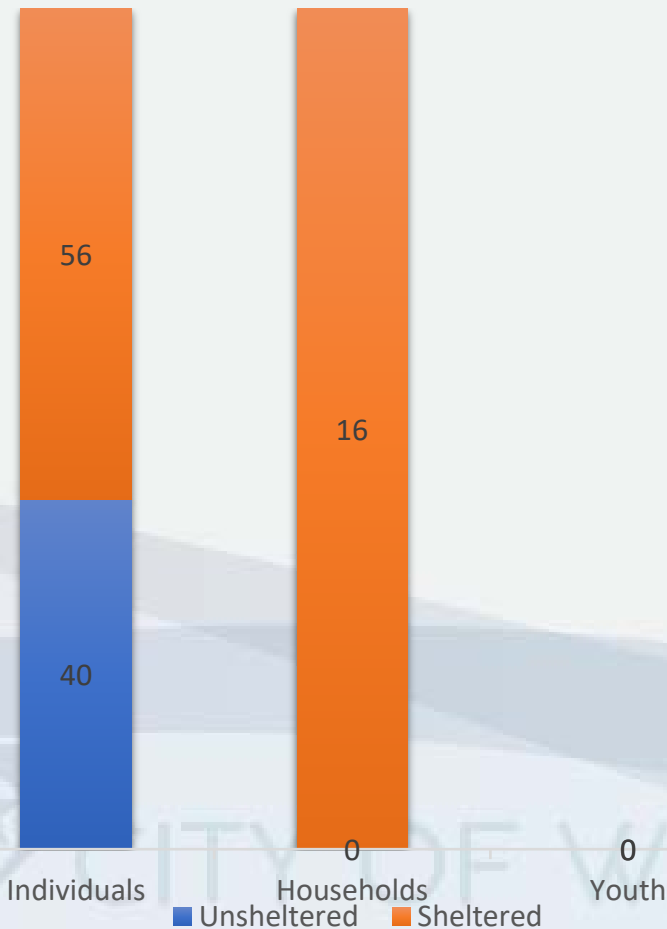
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HOMELESSNESS IN WACO

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2021 Unsheltered and Sheltered
Population



2019-2021 Unsheltered Population

204 persons sleeping on the street, benches, parks and vehicles.

- 22 (11%) were chronically homeless
- 184 (89%) were individuals

2019-2021 Sheltered Population

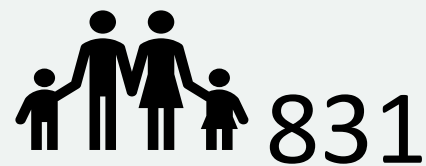
256 persons staying at shelters.

- 185 (72%) were individuals
- 68 (27%) were households
- 2 (1%) were youth
- 7 (3%) chronically homeless

DEFINING HOMELESSNESS

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2017-2018 SYSTEM PERFORMANCE MEASURES OVERVIEW



HOUSEHOLDS

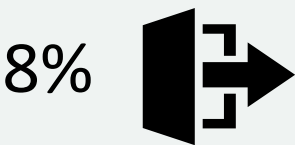


PEOPLE



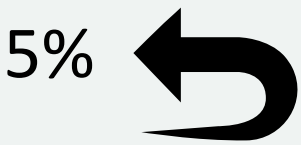
DAYS HOMELESS

Average cumulative days
homeless



EXITS

Exits to permanent
destinations



RETURNS

Returns after exits to
permanent destinations

DEFINING HOMELESSNESS

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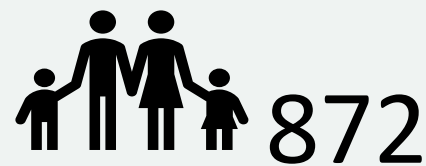
2018-2019 SYSTEM PERFORMANCE MEASURES OVERVIEW



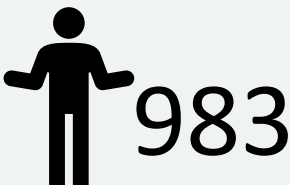
DEFINING HOMELESSNESS

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2019-2020 SYSTEM PERFORMANCE MEASURES OVERVIEW



HOUSEHOLDS

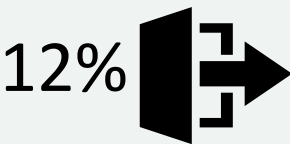


PEOPLE



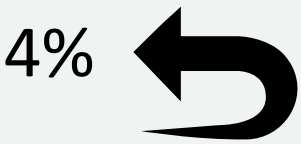
DAYS HOMELESS

Average cumulative days
homeless



EXITS

Exits to permanent
destinations



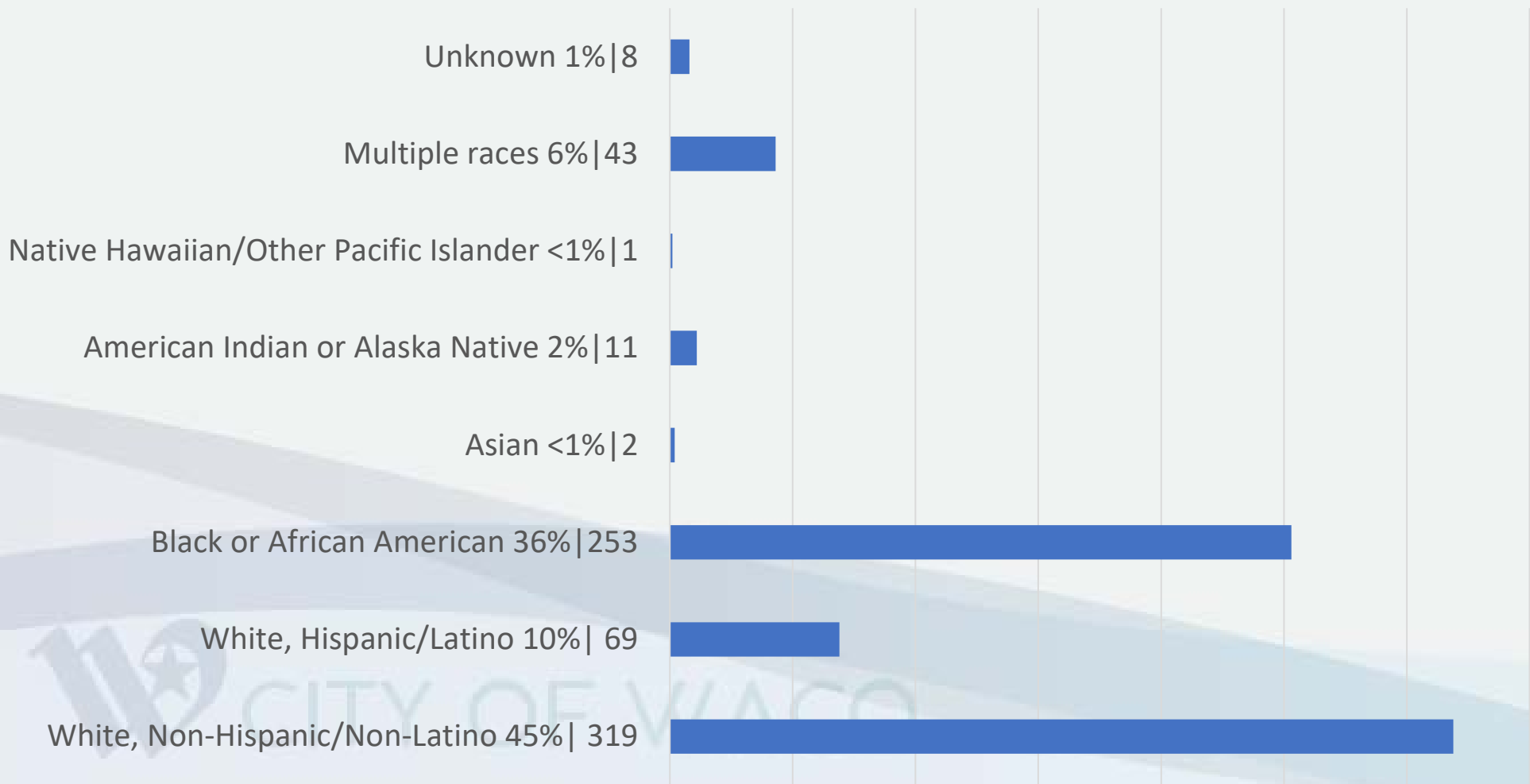
RETURNS

Returns after exits to
permanent destinations

DEFINING HOMELESSNESS

Race and Ethnicity of HoH and Adults

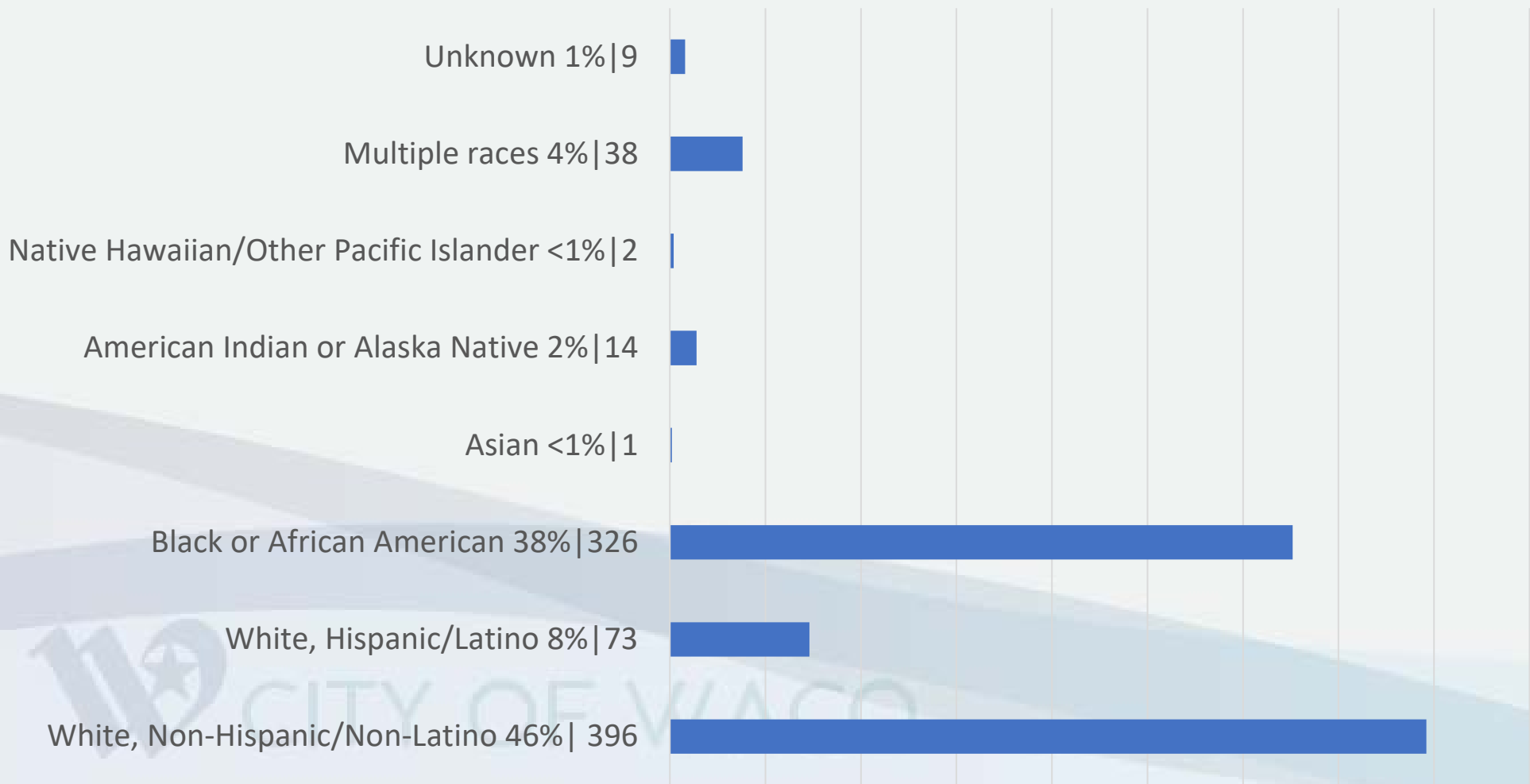
2017-2018 SYSTEM ANNUAL PERFORMANCE OVERVIEW



DEFINING HOMELESSNESS

Race and Ethnicity of HoH and Adults

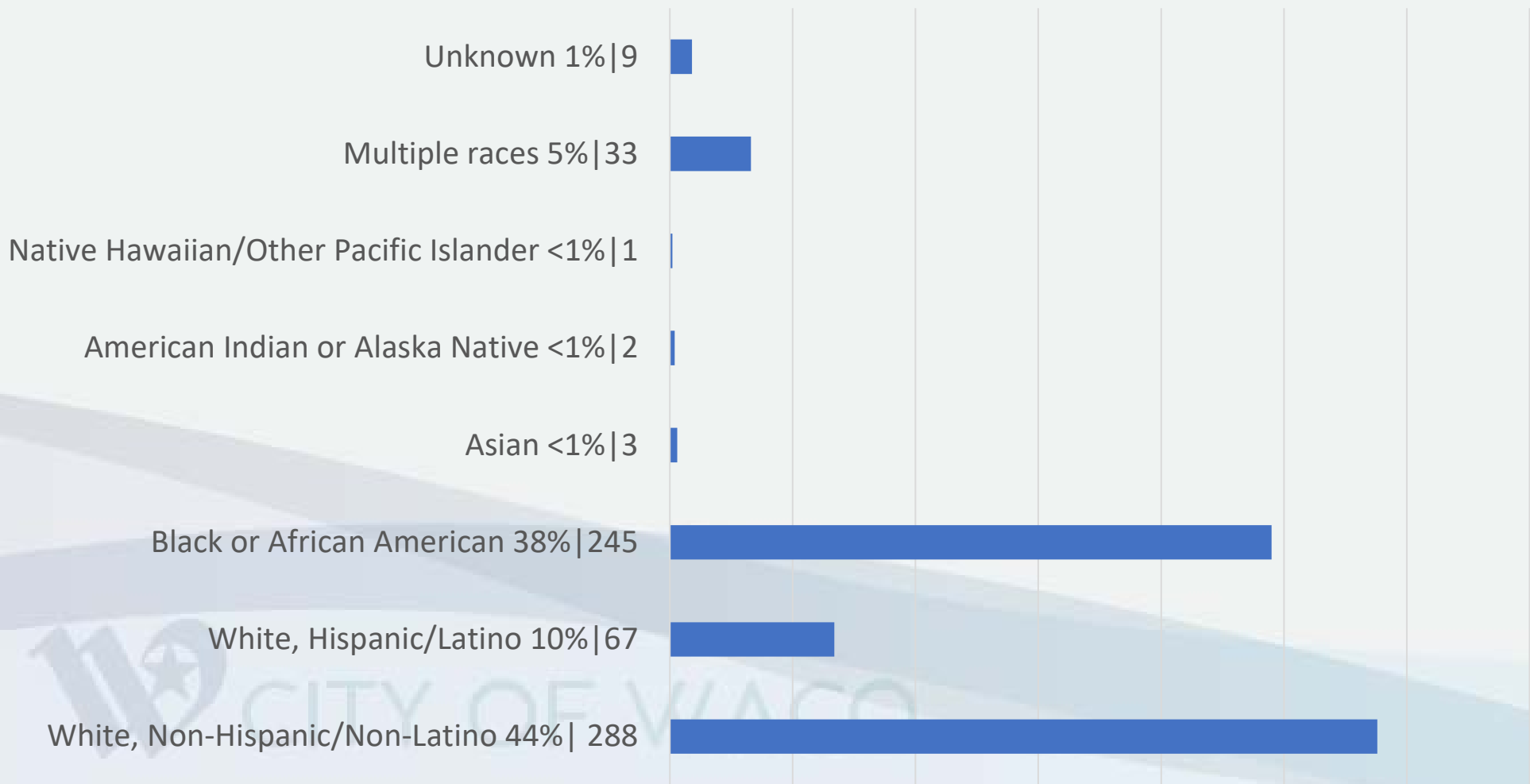
2018-2019 SYSTEM ANNUAL PERFORMANCE OVERVIEW



DEFINING HOMELESSNESS

Race and Ethnicity of HoH and Adults

2019-2020 SYSTEM ANNUAL PERFORMANCE OVERVIEW



IDENTIFIED GAPS

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- Permanent Supportive Housing for clients not affiliated with specific organizations.
- Housing Focused Street Outreach Teams.
- Emergency Shelter for Family Homelessness.
- Long Term Rapid Rehousing Programs.
- Homeless Management Information System Staff Shortage.
- Need for Stronger Collaborations.



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STRATEGIC GOALS TO ADDRESS GAP

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- Realigning core Continuum of Care functions.
- Develop a Homeless Response System
- Redevelopment Data System
- End Homelessness



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STRATEGIES TO END HOMELESSNESS

Realigning the Continuum of Care

Realigning Core Continuum of Care Functions:

- ☐ Realign core function within the City's structures
- ☐ Assess the need for additional Staff for the CoC and HMIS via internships

CoC Staff Needed:

- CoC System Administrator (existing)
- CoC Monitor/Trainer (Intern)

HMIS Staff Needed:

- HMIS Administrator (existing staff)
- Data Analyst/Trainer (Intern)



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STRATEGIES TO END HOMELESSNESS

Develop A Homeless Response System

A Homeless Response System coordinates all agencies and supportive services that serve the homeless to ensure homelessness is rare, brief and nonrecurring.

Agencies within the Homeless Response System are Housing First focused and funded by a variety of funding sources.



STRATEGIES TO END HOMELESSNESS

Diversion and Prevention Program

Strategies to Prevent Homelessness Include:

- ☐ Increasing Flexible Assistance to Securing Housing (FLASH) funding to support individuals and families when there are no other resources available
- ☐ Developing education and training programs to assist with increasing outcomes
- ☐ Partnership between emergency shelters and rapid rehousing projects to decrease the length of stay in homelessness

Outcomes Include:

- ☐ A decrease in the number of households entering homelessness
- ☐ The length of time a household is spent homeless
- ☐ Jobs and income growth
- ☐ A decrease in the number of households who become homeless for the first time

STRATEGIES TO END HOMELESSNESS

Homeless Street Outreach Teams

Strategies to Improve and Develop Street Outreach Teams Include:

- ☐ Identify and coordinate with all street outreach teams within the homeless response system to ensure daily case management
- ☐ Increase the number of street outreach teams that are housing-focused
- ☐ Partner with emergency shelters to safely relocate households from places not meant for habitation to emergency shelters or housing
- ☐ Develop a housing-focused program that focuses on identifying permanent housing solutions for unsheltered households

Outcomes Include:

- ☐ A decrease in the number of unsheltered households in encampments
- ☐ Housing for those who are hard to reach or less likely to engage in services



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STRATEGIES TO END HOMELESSNESS

Emergency Shelter and Transitional Housing

Strategies to Increase Emergency Shelter and Transitional Housing (TH) are:

- ☐ Increase funding for development and operations of an emergency shelter for families
- ☐ Develop transitional housing for families experiencing homelessness who need more than 30 days of shelter
- ☐ Develop transitional housing programs that will assist clients with returning to the path of self-sufficiency quickly
- ☐ Develop TH-RRH (Transitional Housing to Rapid Rehousing) programs for families and individuals who do not need the full 24 months of transitional housing

Outcomes Include:

- ☐ A decrease in the number of children and families unsheltered
- ☐ A decrease in the length of time a family is/remains homeless
- ☐ A decrease in the number of returns to homelessness after being housed
- ☐ An increase in successful housing placements.

STRATEGIES TO END HOMELESSNESS

Rapid Rehousing

Strategies to Increase Rapid Rehousing Projects in the Homeless Response System Include:

- ☐ Evaluating and redeveloping current Rapid Rehousing projects based on the current needs of homeless households
- ☐ Developing more Rapid Rehousing projects as needed for subpopulations, such as youth and Veterans

Outcomes Include:

- ☐ Decrease in time households remain homeless
- ☐ Decrease in the number of homeless households
- ☐ Decrease in the number of returns to homeless
- ☐ Successful housing placements



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STRATEGIES TO END HOMELESSNESS

Permanent Supportive Housing (PSH)

Strategies to Increase Permanent Supportive Housing:

- ☐ Increase funding through the Notice of Funding Opportunity (NOFO) application
- ☐ Evaluate current households enrolled in PSH programs to relocate households to permanent housing.
- ☐ Identify mainstream agencies to house chronically homeless households

Outcomes Include:

- ☐ PSH is provided to the most vulnerable
- ☐ Decrease in the number of returns to homeless
- ☐ Successful housing placement+



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STRATEGIES TO END HOMELESSNESS

Move On Program

Strategies to Developing a “Move On” Program:

- ☐ Identify the number of housing vouchers needed
- ☐ Establish partnership with local housing authorities for vouchers
- ☐ Develop policies and procedures for program implementation

Outcomes Include:

- ☐ Decrease number in returns to homelessness
- ☐ Increase in the number of housed with PSH
- ☐ Increase in exits to permanent housing and successful housing placements



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STRATEGIES TO END HOMELESSNESS

Homeless System Partners

Hospital and Healthcare System

Strategies to Providing Healthcare to the Homeless

- ☐ Partner with National Health Care for the Homeless for technical assistance
- ☐ Identify healthcare partners to provide healthcare to the homeless
- ☐ Develop and implement practices for providing healthcare

Outcomes Include:

- ☐ Decrease in emergency room visits
- ☐ Improved health amongst the homeless
- ☐ Decrease in returns to homeless

STRATEGIES TO END HOMELESSNESS

Homeless System Partners

Jail Diversion

Strategies to Develop a Jail Diversion Program:

- ☐ Increase permanent housing for those with an extensive criminal background
- ☐ Partner with police departments to develop prevent incarceration of the homeless
- ☐ Partner with local housing authorities to decrease barriers for those formerly incarcerated
- ☐ Develop discharge planning for those being released

Outcomes Include:

- ☐ Decrease in jail/prison arrests/stays by the homeless
- ☐ Decrease in jail/prison reentry
- ☐ Discharge planning for those being released
- ☐ Increase in exits to housing
- ☐ Continued medical care for mental health/substance abuse treatment



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STRATEGIES TO END HOMELESSNESS

Homeless System Partners

Landlord/Property Owners

Strategies to Engaging with Landlords/Property Owners Include:

- ☐ Develop a housing curriculum on how to properly find housing and be a good tenant
- ☐ Develop a landlord engagement program to promote partnership with landlords/property owners to offer secure, affordable housing
- ☐ Create a landlord directory for use by housing navigators within the Coalition
- ☐ Create housing retention program to reduce returns to homelessness

Outcomes Include:

- ☐ Decrease in time households are homeless
- ☐ Decrease in returns to homelessness
- ☐ Improved landlord partnerships

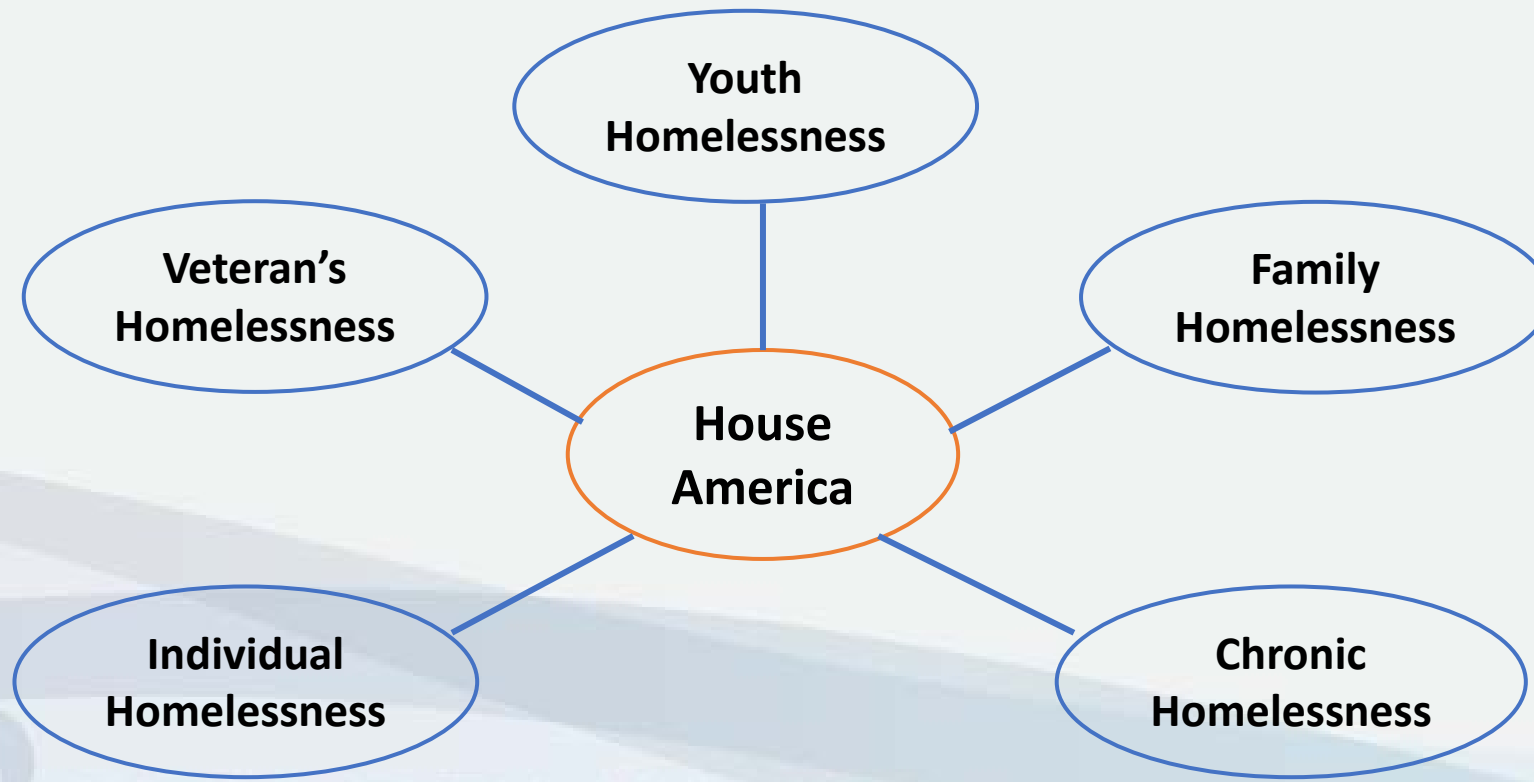


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STRATEGIES TO END HOMELESSNESS

Strategic Plan to Prevent and End Homelessness

Ending Homelessness-House America



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SERVICE PROVIDERS

Strategic Plan to Prevent and End Homelessness

| Program | Services |
|------------------------------|---|
| Salvation Army | Emergency shelter for men, single women and families. They also offer rapid rehousing and homelessness prevention |
| Behavioral Health Network | Services for youth and adults dealing with substance abuse or mental health. Programs offered include permanent supportive housing, rapid rehousing, street outreach, and a youth drop-in center. |
| Throwing Aces | Street outreach to the unsheltered clients. |
| Mission Waco | Transitional housing, employment opportunities, emergency shelter, legal services, and day resource services. |
| Family Abuse Center | Emergency shelter, transitional housing and permanent housing to those experiencing domestic violence. |
| Central Texas Youth Services | Transitional housing for youth. |
| Veteran's Affairs | Resources and referral information for housing and other resources |
| The Hangar | Day resource center |
| Endeavors | Rapid rehousing to veterans and their families. |
| The Cove | Drop-in center for school-aged youth and youth ages 18-24. |

AVAILABLE RESOURCES

Strategic Plan to Prevent and End Homelessness

| Program | Provider |
|---|---|
| Homeless Prevention | The Salvation Army |
| Street Outreach | MHMR, Throwing Aces |
| Temporary Housing (shelter, transitional) | <i>Emergency Shelters :</i> The Salvation Army, Mission Waco, MHMR-Youth, Family Abuse Center <i>Transitional Housing :</i> Central Texas Youth Services, Family Abuse Center, Mission Waco, Compassion Ministries of Waco. |
| Permanent Housing | <i>Permanent Supportive Housing :</i> MHMR, Veterans Affairs. <i>Rapid Re-Housing :</i> Endeavors, Family Abuse Center, MHMR, Salvation Army. |
| Access-to-Housing Resources | Caritas, The Cove Drop-In Center, Dobey Drop-In Center. |



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COMMUNITY PARTNERS AND FUNDING

Strategic Plan to Prevent and End Homelessness

| FY2020 HEART OF TEXAS HOMELESS COALITION FUNDING | | | | |
|--|---|---------------------|------------------------|-----------------------|
| Applicant | Project | Project Type | Funding Type | Amount Awarded by HUD |
| City of Waco | HMIS Grant | HMIS | CoC-Renewal | \$62,653 |
| Family Abuse Center | Rapid Rehousing, Transitional Housing, Permanent Supportive Housing, FAC Rapid Rehousing. | PH-RRH | CoC-Renewal | \$493,900 |
| Heart of Texas Homeless Coalition | Planning Grant | Planning | CoC-Renewal | \$52,100 |
| Salvation Army | SSO Coordinated Entry, Rapid Rehousing, Emergency Shelter, Prevention. | CE-SSO | CoC-Renewal | \$855,042 |
| HOTRMHMR | SSO Housing Navigator, Planning, Dobey Drop-in Center, Navigation Team, HOTTCHY, STARRSKYE. | CE-SSO | CoC-Renewal | \$2,332,827 |
| The Cove | The Cove Drop In Center | SSO-Street Outreach | YHDP-2 Year Demo Grant | \$311,520 |
| | | | | |
| Total of all CoC & ESG Funding | | | | \$4,021,124.00 |

American Rescue Plan Act HOME Investment Partnership Funds in the amount of \$2,539,867.

NEXT STEPS

Strategic Plan to Prevent and End Homelessness

- **March 1 – March 31, 2022:** Plan available for review and public comment
- **April 1 – April 30, 2022:** Integrate public feedback into draft
- **May 1 – May 31, 2022:** Submit final draft to City Council and publish for implementation



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NEXT STEPS

Strategic Plan to Prevent and End Homelessness

QUESTIONS



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