LA PLATA COUNTY AND CITY COUNCIL JOINT SESSION ON THE STRATEGIC PLAN ON HOMELESSNESS

IN-PROGRESS REVIEW

NOVEMBER 18, 2019
MEETING GOALS

- Provide an update to the City and County Elected Officials regarding the Strategic Planning Process, and Timeline for Deliverables

- Ask for Feedback on Major Plan Recommendations that Require City and County Action

- Discuss Existing Barriers to Specific Strategies Being Implemented that Require City and County Feedback

- Confirm Next Steps
To develop a Strategic Plan and an Actionable Management Plan by the end of 2019.

**WE DID THIS BY.......**

- Listening and learning how homelessness is experienced and impacting the community
- Developing a framework for decision making and creating a shared criteria for developing strategies with a large group of stakeholders (PATH)
- Building on existing community strengths and resources
- Encouraging new programs and activities to fill the gaps in services
- Developing a strategic plan that increases coordination, program outcomes, and leads to a decrease in homelessness for the community over time.
DURANGO THEMES AND FRAMEWORK

- Housing and Shelter: One Size Doesn’t Fit All
- Health and Other Support Services: Available, Accessible, Affordable
- Sense of Community: Inclusive and Connected
- Community Conditions: Safe and Clean for All
- Sense of Purpose: Access to Work That Works
PROPOSED APPROACH TO ENDING HOMELESSNESS IN & AROUND DURANGO

Balanced and coordinated approach that builds on existing strengths, addresses critical needs of unhoused and neighbors, and aims to end homelessness in the greater Durango area by prioritizing efforts to increase access to housing, focusing resources on the needs of local* community members first.

*Local = self-reported desire to stay in and be part of community

Community Leadership: Tier I Strategies

- City and/or County
- Manna Soup Kitchen / Homeless Manager
- Neighbors in Need Alliance (NINA)
- San Juan Basin Public Health (SJBPH)
- Axis Health Care
- Mercy Hospital
- Housing Solutions of the Southwest (HSSW)
- Community Compassion Outreach (CCO)
- Collaborative Management

COORDINATION SYSTEM

- Strategic Implementation Manager
- Navigation center
- Data coordination
- Oversight body

Clean Community

- Community improvement events

Solidarity Lockers

Restrooms & trash bins at camp & other key sites

Enforce Camping Laws

Law enforcement - community relations

Organized camp

Weathersization Kits

Designated camping area

Shelter

Continue shelter planning

Housing

Coordinated entry

Preserve affordable housing

Supportive housing

Weatherization Kits

Housing unit rehab

Increased voucher value

Increase prevention funding

More rapid rehousing slots

Pilot host home model

Peer recovery

Increase enrollment & health services

Health & Support Services Sched'd svc's & resources

Volunteer mentors, companions, VHPS

Hygiene kits

Expand supported work programs

Work that Works

- Share opportunities, online work space

Annual conference

Increase Coffee & Conversations events

Connected Community

- Gather & share stories

Annual conference
**Next Steps**

- **November 18th**— feedback from City and County elected Officials on proposed strategies that would be driven by local government.

- **November 20th**—Final PATH meeting and selection of strategies

- **December 15th**—First Draft of Strategic Plan shared to the City and County

- **December 20th**—Final draft of the Strategic Plan

- **January 2020**—Plan adopted via resolution by City Council and County Commissioners at regularly scheduled meetings.

- **February 2020**—Plan Implementation begins
Major Recommendations for City and County

1. Establish Coordinated System for Implementation of Strategic Plan on Homelessness
   ○ Create New Strategic Implementation Manager Position
   ○ Create “Navigation Center”
   ○ Establish Oversight Body/Coordinating Council
2. Invest in New Coordination Infrastructure
Coordination System

City and County contract with local organization:

- **Coordinating Council**: Establish & facilitate process: on-going & adaptive planning; community reporting
- **Navigation Center Development**: Programming & partner agreements; “member” registration system
- **Resource Development**: Grant writing & local fundraising; community connections & services
- **Navigation Center Operations**: With support staff: daily intakes & operations; partner & member services
STRATEGIC MANAGER POSITION

This position would:

1. Provide staff services to the oversight body (25%),
2. Developing additional resources through grant-writing and other fundraising efforts (25%) and
3. Manage the navigation center (50%) for improved data collection and access to services in furtherance of the overarching plan objective to make the experience of homelessness one-time and brief.

This position would report to the entity awarded the contract to manage the navigation center.
There are options for how to create this more robust service navigation function that better collects data on persons using services and better coordinates the services they are receiving for better outcomes.

This new community capacity would be managed by the new position (to minimize costs) and managed by a local organization to be selected through an RFP process.

This recommended action is key to developing a higher level of coordination of existing services in the community.
Establish a Coordinating Council

• Continue building shared ownership of the strategic plan and build community “muscle”: *for shared decision-making and greater collaboration.*

• This Council would oversee plan implementation, review quarterly reports and the community report card, undertake activities such as community education and outreach, provide feedback on policy initiatives and help to increase resources for these efforts.

• We think this could be a hybrid structure using an IGA to establish funding and roles and have council seats be appointed by local government for staggered terms but also include some of the elements of the PATH team (unhoused members, faith community, etc.)
Local Government Investments
(Current Preferred Model)

Strategic manager FTE plus benefits (estimate of $70,000-$85,000 plus benefits)

Support staff FTE at $40,000-$50,000 (salary plus benefits)

$10,000 for general office expenses

Potential Funding Sources: general fund, development transfer fees, joint sales tax, and partnership with local philanthropy. Funding for this type of community infrastructure is almost always funded by local government.
• **Immediate increased capacity in the community** for decision-making, program development, policy development and fundraising

• **Decreased reliance on local government staff** through the development of this oversight body that can review requests

• **Increased capacity for grant writing** through Strategic Implementation Manager

• **Streamlined access to services** to reduce barriers and support faster access to housing

• **Integrated community improvement** and connection opportunities through “membership”

• **A clearinghouse for information about homelessness** and a place for businesses and private community members to go to learn about the issue, get involved or donate
LEVERAGE

- Athena Team Members have significant experience with grants in this arena and believe that this financial investment could easily leverage *4 times the resources invested in this infrastructure*.

- We will develop a grant resource guide for year 1.

- Examples of funding opportunities were included in your memo: Colorado Division of Housing, SAMSHA, Colorado Health Foundation, etc.
QUESTIONS FOR ELECTED OFFICIALS

- Do you agree that establishing a strong system of coordination through a contract with a community organization with a dedicated staff person to facilitate implementation of the strategic plan is an important next step to take?

- Are you interested in establishing the recommended oversight body through the use of an IGA?

- Do you agree that investment in this system is an appropriate use of local government funds?
QUESTIONS FOR ELECTED OFFICIALS

• What do you think about the suggested funding mechanisms? Do you see one as more feasible than the other? Are there any key factors that you would like to see addressed in order to make one of these options possible?

• Would you be willing to commit funding for 2-3 years to ensure adequate time to establish this infrastructure and demonstrate value?
MAJOR CONCERNS FOR IMPLEMENTATION

- Siting an organized camp for the long-term (assuming purple cliffs is a temporary location).
- Identifying a location for a low-barrier shelter.
- Numerous locations have been considered and no decisions have been made. In order to ensure these core strategies can move forward we need direction from the elected officials.
Questions for Elected Officials

- Do you believe the consideration of existing city or county property for designated camping areas has been exhausted?

- Would the city and/or county consider purchasing private land for an organized camp to exist?
Questions for the Athena Group?