

ITEM 6J

Coachella Valley Association of Governments
Executive Committee
April 30, 2018



Staff Report

Subject: CV Housing First Scope of Services Expansion

Contact: Cheryll Dahlin, Management Analyst (cdahlin@cvag.org)

Recommendation: Authorize Executive Committee Chair to sign Amendment #2 with Path of Life Ministries to expand the Scope of Services of CV Housing First for the Homeless.

Homelessness Committee: CONCUR (Meeting of April 23rd)

Background: At the February 21, 2018 CVAG Homelessness Committee meeting, the committee discussed the possibility of funding additional homeless services. A motion failed that asked Path of Life Ministries, CV Housing First contractor, to make presentation at the next meeting about subcontracting with various organizations to provide services within their scope of work.

In the ninth month of implementation of CV Housing First services, Path of Life Ministries (POLM) continues to assist those in a housing crisis with prevention, diversion and housing services. Additionally, POLM offers an array of leveraged services, not funded by CVAG, including outreach and emergency shelter. In the initial POLM contract, CVAG agreed to a budget of \$864,737.22 because the funding was not yet determined. To date CVAG has raised over \$1.7 million for FY 17/18.

CVAG staff continually works with Path of Life Ministries to determine the best way to scale services based on the needs of the community. In addition, CVAG recently met with the City of Cathedral City and discussed the gap in services of outreach coverage in the City. Cathedral City Police Chief Travis Walker, along with CVAG Homelessness committee members expressed the need for a 24/7 hotline for housing services, an “emergency response team”, emergency shelter per diems, and defined liaisons to cities. Each of these were explored by CVAG staff and POLM based on the current services provided through CV Housing First. Several components were expressed by Cathedral City and POLM.

Of those components expressed, CVAG staff is recommending the CV Housing First Scope of Services expansion to include:

- **Outreach Navigation Team/ “Emergency Response Team”:** Currently, CV Housing First services are responsive to requests received through Riverside County’s Coordinated Entry System (CES), to help those who are determined to be most in need within the Coachella Valley. POLM proposes an additional outreach component with Outreach Navigation Teams of 2 staff members to cover 2-3 cities. These teams would

focus on: intake and assessment, resource navigation; housing and employment support. Initially, POLM proposes coverage from 8am-5pm due to the difficulty of assisting those to housing when other ancillary agencies may be closed. This will be monitored by CVAG and hours may be changed to provide the most coverage. The cost of each team would be \$122,158 (122,158 x 2 = \$244,316) on an annual basis. A cost that would not be incurred by CVAG would be vehicles for these teams. POLM would seek funding to add to their fleet of vehicles.

- **Special Needs Fund:** This fund would be used for small housing barriers such as paying off a fine, purchasing work boots, covering a cost for a license, or paying for a vehicle repair. The special needs fund can be drawn upon when necessary to cover the cost of these items to help the individual keep moving forward with them experiencing small wins toward their housing success. POLM proposes \$24,000 annually to go toward this fund. The CVAG Homelessness Committee increased this amount to \$36,000 and asked staff to define the categories further.
- **Non-CES Housing Fund:** POLM is proposing additional Rapid Rehousing (RRH) opportunities for those encountered or high priority persons identified by cities. Currently, CV Housing First RRH are offered to individuals based of CES requests. This option would address the need of helping those identified by cities immediately. POLM proposes \$18,000 annually to assist individuals for a period of 6-12 months through RRH to permanent housing. The CVAG Homelessness Committee increased this amount to \$36,000.
- **Community Outreach Campaign:** As the program begins to grow, cities would like to get the word out about the CV Housing First program. The target audience would be the general public and those in a housing crisis. CVAG and POLM discussed a marketing campaign through Sunline. Sunline offered discount pricing. POLM proposes \$18,000 for a marketing campaign for CV Housing First services.

CVAG staff also analyzed further components and does not recommend the addition of the following, at this time:

- **24/7 CV Housing First Services Hotline:** Currently, CV Housing First's hotline number, 760-601-5424, is staffed 8am-5pm, Monday through Friday. POLM has tracked phone calls and has not received more than a handful of phone calls out of these hours. If the hotline would become 24/7, POLM proposes an addition of 3.2 Full-Time Employees at the cost of an additional \$117,812 annually. CVAG staff recommends that this continues to be monitored. POLM can remove the word "hotline" to avoid confusion and expectations.
- **Emergency Shelter Per Diems:** Currently, CV Housing First accommodates households in an emergency/transition through its Crisis Stabilization Housing (CSH) Units. When POLM offers services to CES clients, they are offered CSH or emergency shelter at POLM's shelter in Riverside. To offer more services when CSH units are full and accommodate those who do not want to leave the Coachella Valley, POLM can offer those encountered through their Outreach Navigation Team to emergency shelter. At this time, staff and POLM would like to explore this concept with local homeless shelter providers to determine the capacity and how to best serve clients towards a pathway to permanent housing.

- **City Liaisons:** Each city would have a specific person to contact, should they have questions, problems, etc. This can be accomplished with current staffing levels of CV Housing First.

All the components recommended by CVAG staff are addressed in Amendment #2 with POLM. As the contract is scalable and malleable, CVAG staff will continually work with POLM to adjust the services to be most efficient.

Fiscal Impact: The POLM contract is in the amount of \$2.5 million over two years, as such there is no need for the amendment to add more funding to the contract. CVAG reimburses POLM per services rendered. As of April 2, 2018, CVAG has reimbursed \$502,085 to POLM.

Contract Finalization: Minor changes/revisions may be made for clarification purposes by CVAG's Executive Director and Legal Counsel prior to execution.

Attachments:

1. Amendment #2

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS
SERVICES CONTRACT - AMENDMENT #2
with
PATH OF LIFE MINISTRIES

The Services Contract (the “Contract”) by and between the Coachella Valley Association of Governments (CVAG) and Path of Life Ministries (Contractor) beginning July 1, 2017 through June 30, 2018, as previously amended, is further amended, effective April 30, 2017 through June 30, 2019, as follows:

- 1) CONTRACTOR RESPONSIBILITIES (SCOPE OF SERVICES) will be added to include:
 - A. Outreach Component (Exhibit E)

- 2) All other terms and conditions shall remain the same as stated in the original Contract.

Damien O’Farrell
CEO/Executive Director
Path of Life Ministries

Marion Ashley
Chair, Executive Committee
Coachella Valley Association of Governments

EXHIBIT E

Services Offered: Outreach Navigation Teams

- **Outreach Navigation Teams:** 2 Full Time Staff Members Dedicated to City Pairs. A minimum of 2 outreach workers per team. Each team would ideally cover 2 cities each (for maximum availability and effectiveness).
- **Intake and Assessment**

The outreach navigation teams will respond to calls of concerns regarding encampments and homeless individuals on the streets and in parks within the partner cities. Through this process, the teams will identify individuals who are willing to move out of their homeless situation. If an intake and assessment has not been completed, the navigation team will do so using POLM's standard intake forms and Vulnerability Index -Service Prioritization Decision Assistance Tool (VI-SPDAT) which determines the primary supportive services that need to be met to end homelessness and a "score" that allows them to be placed on the CES list. All assessments will use the best practices of Motivational Interviewing and Trauma Informed Care.
- **Resource Navigation**

The navigation team will work with identified willing individuals to access the resources available to them including Social Security Benefits, Mental Health Support, Emergency Shelter, Medical Support, Medical Benefits, the Lifeline Phone Program, and the CES. Additionally, the navigation team will help the individuals become "document ready" (having all of the documents required for entering housing and/or employment, including ID, Birth Certificate, Income Verification, Disability Verification, and Homeless /Chronically Homeless Verification). Resource Navigation will include the identification of available resources, and hands on support to access those resources including transportation and help completing forms or obtaining the information needed to complete the forms.
- **Housing and Employment Support**

The identified individuals will be in a number of varying situations concerning their income, transportation assets, ability to work, and eligibility for current supportive housing programs. The approach the

navigation team will take with each individual will vary according to their circumstance.

- **For those with income:**

Some of the individuals will have either earned income (work) or benefit income (Social Security). The navigation team will work with these individuals to identify housing resources throughout the county that they can afford and in which they are willing to live and help negotiate leases with landlords to help them move into that housing. Note: We have found that it is common for homeless individuals to refuse housing options that are too far away from where they currently reside, so though we may be able to identify housing available to them in other cities/areas, that housing may be refused. Housing in certain areas/cities is expensive and it is not likely that we will find many housing units that currently homeless individuals can afford even with subsidy support. To help support these individuals move into housing, we would provide first month's rent and utility deposit assistance out of homeless prevention funds based on availability of funds.

- **For those who qualify for a CES Referral (Home Connect):** Some of the individuals will either already be on the CES list and be high enough on the list to qualify for a referral to a supportive housing program (a Home Connect) or will qualify for a Home Connect once POLM staff help them get on the list and get Document Ready. The Navigation Team will identify all individuals in each city who are on the CES List each week and prioritize working with those individuals to become "Document Ready" and, therefore, eligible for a Home Connect. If POLM has capacity in any of our supportive housing programs for which an individual is eligible (CoC Permanent Supportive Housing, CoC Rapid ReHousing, or CV Housing First Rapid Rehousing), we will work with individuals to get a Home Connect to that program and then leverage the resources of that program to secure the quickest exit off of the streets and quickest movement toward self-sufficiency (income/employment, whole health, etc.) possible. If POLM's subsidized housing programs are at capacity, the Navigation Team will work with the CES Staff to identify which programs have capacity and are willing to accept the Home Connect for the individual from Palm Springs and then make a warm handoff of that individual to the other program. The Navigation Team will

continue to work with individuals assigned to other programs in collaboration with that other program until they are housed.

- **Special Needs Fund:** Our experience has taught us that small obstacles such as paying off a fine, purchasing work boots, covering a cost for a license, or paying for a vehicles repair can be the very thing that becomes a barrier in the life of someone trying to move forward out of a homeless situation. The answer for this is a special needs fund that can be drawn upon as necessary to cover the cost of these items and help the individual keep moving forward experiencing small wins toward their success. POLM will provide receipts to CVAG and will monitor and track the use of these funds.

- **Non-HUD Housing Subsidies**

The key element to ending homeless situations is housing. Most of the individuals living on the streets cannot afford housing on their own; the only viable option for them is subsidized housing or subsidized supportive housing. Also, Housing First is the national best practice in ending homeless situations.

Current supportive housing programs for homeless individuals including those funded through the County CoC and CV Housing First require the use of the CES for housing placements and, therefore, limits the ability of individual Cities to ensure supportive housing placements for willing individuals living on the streets. Providing housing subsidies that are not provided by HUD or comingled with HUD funds allows for the placement of any and all willing homeless residents to access supportive housing without needing to qualify through the CES. This being said, it should be noted that CES is a best practice model. A non-HUD housing fund simply allows for city and/or county leadership to address a particular concern immediately outside of the CES parameters.

If CVAG choose to pursue this option, the POLM Navigation team will work with willing individuals referred by the contributing Cities who do not have income and/or who do not qualify for a Home Connect through CES in addition to helping those who do have income and/or are eligible for a CES Home Connect as described in Option A. Our Navigation team will help these individuals secure a lease for housing in their own name with a

private landlord as we do in our current HUD Funded Housing Programs. We will use the rental subsidy funds from this contract to subsidize their rent for 6-12 months in the same way we do in our HUD funded housing programs and provide Case Management support to help the individuals reach self-sufficiency and take over full payment of the rent within that time.

PROJECTED OUTCOMES

The projected outcomes outlined below are based on the following:

- We do not yet have an idea of what the resource and resource eligibility status of each person is, therefore it is difficult to put a hard number on the exact number of projected clients.
- A Navigation Team of 2 can effectively navigate an average of 2 households from the streets to housing each month.
- Where possible (for eligible and willing individuals) Path of Life will leverage other Path of Life contracts and service partner providers to help secure transitions off of the streets into other housing programs.
- The average national rate of successful conversion from the streets to being stably housed within well run shelter settings is @ 31%.
- Not every homeless individual is currently seeking help and, therefore, will not cooperate with agencies trying to help them until they are ready.
- Some individuals interested in housing are extremely particular about the area they are willing to live. As a result, though appropriate housing can be secured, these individuals will reject the housing because of its location. In turn, the service provider has to discontinue housing location services to the individual in order to ensure that resources are not wasted.

Service	# Served	Outcome	% of Success
Contact	100% known/identified individuals in homeless situations.	By Name List	100%

Intake and Assessment	100% of those who have not been assessed and are willing to be assessed. *	CES Enrollments	100%
Resource Navigation	100% of those who are willing and in need. *	Connection to resources for which they are eligible.	80%
Housing Placements for willing HUD eligible individuals.	100% of those who are willing, cooperative, and eligible.	Housing Placement in HUD funded Program.	100%
Housing Placements for willing individuals with income.	100% of those who are willing, cooperative, and have income. *	Housing Placements in the private market.	20%

** Through our current housing programs and CV Housing First, we have a lot of the pieces in place to help accomplish these goals within our current programs. However, without staff dedicated exclusively to each city or pairs of cities the level of our ability to perform in these specific areas will be limited as compared to having full time dedicated staff.*

Per Team Budget

Staffing	
Management and Administrative Support	8,800.00
Navigation Team	88,358.00

	SUBTOTAL:	\$97,158.00
Program Expenses		
Supplies		\$6,000.00
Transportation (Fuel)*		\$6,000.00
Special Needs to support transitions		\$3,000.00
	SUBTOTAL:	\$15,000.00
Admin		
Indirect Expenses		\$10,000.00
	SUBTOTAL:	\$10,000.00
	Total Budget	\$122,158.00
	2 Teams Total	\$244,316.00

*In order to do this type of expansion of services correctly, POLM would need to add vehicles to our fleet. This would be a one-time cost that POLM will seek funding for.

Additional Services**

Additional Services	
Special Needs Fund	\$36,000.00
Non-CES Housing Fund (up to 12 months of RRH)	\$36,000.00
Community Outreach Campaign (Sunline Bus Shelters)	\$18,000.00

**These amounts can easily be adjusted according to the level of service that is desired. In addition to these direct costs, a one-time administration fee of 12% is included in the amounts above to cover the cost of processing payments, book keeping, indirect costs, etc...

Reporting for Outreach Navigation Team

Provide homeless outreach via face to face:	
Number of completed interactions, in what cities:	

<p>Number of Referrals/Resources provided (Provide narrative of what type of Resources used)</p>	
<p>Utilization of Special Needs Funds: Categories: (Please provide receipts to CVAG)</p> <p>Document/ID Support Legal Support Employment Support Move in Support Reunification Support</p> <p>If amount exceeds, \$1,000 on non-housing related items CVAG will provide direction.</p>	
<p>Non-CES Housing Funds</p> <p>Provide Rapid Rehousing or similar type placement</p> <p>Number placed</p> <p>Housing Stability/ Three month follow up after financial support ends</p>	