A Community Plan to Reduce and End Homelessness

Briefing for CDHS

August 29, 2023

PARTNERS FOR

HOME

ClearPath Results*

44%
Reduction in Homelessness From 2017-2022

10,000+ Individuals Permanently Housed

4,100 New Exits to Housing

562 Newly Developed Units*

*Made possible through HomeFirst investment of $50M

*562 Approved, 95 Units Completed

2021 – 2023 Testing New Strategies:
Eliminating Encampments, Street Sleeping & Chronic Homelessness

30%
Reduction in Unsheltered Homelessness from 2020-2022

LIFT 1.0

$24M

1,200 Diverted
809 Rehoused

249 Off the Streets
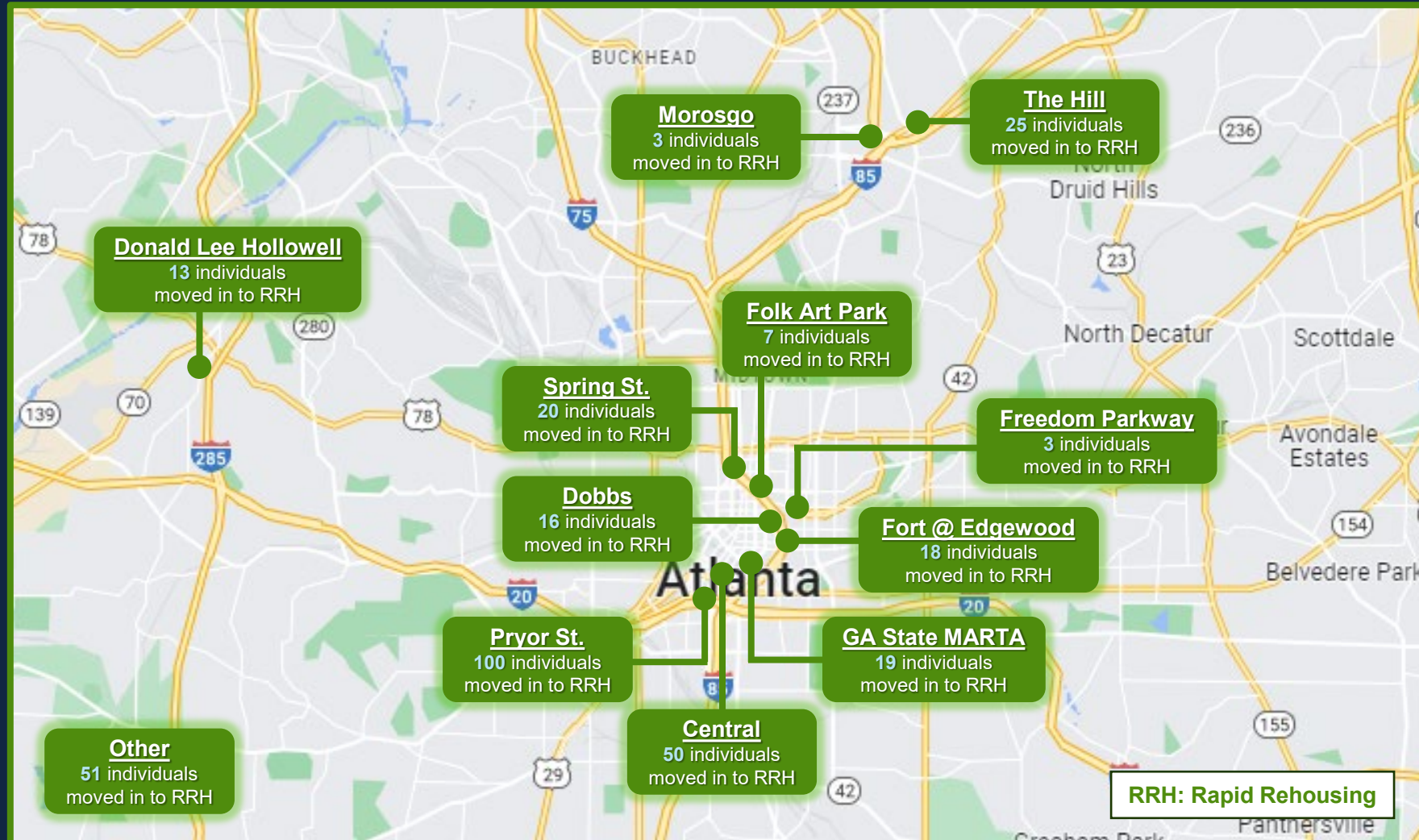30 Acres Cleaned
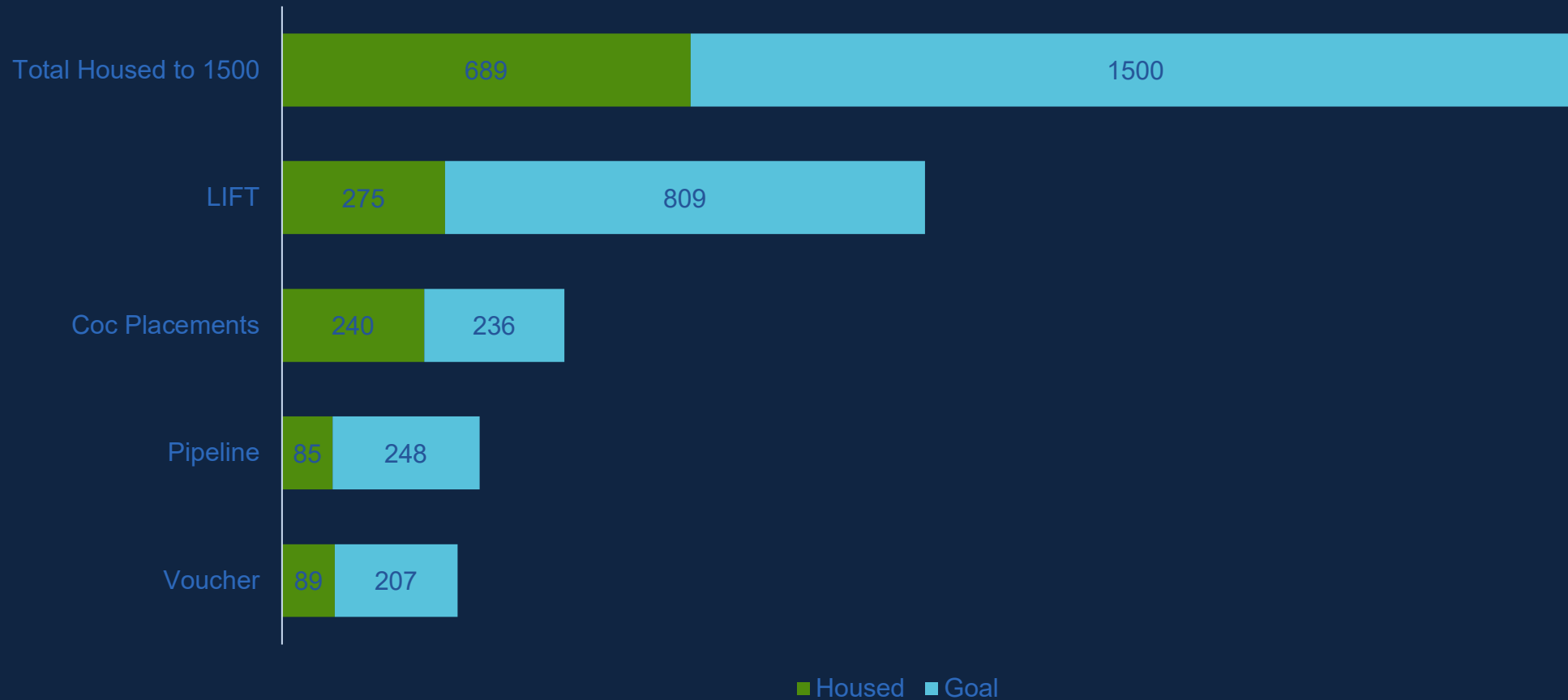
LIFT 2.0

$27M

1,500 Rehoused

Accelerate Elimination of Encampments

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Total Housed From Encampments

Morosgo
3 individuals moved in to RRH

The Hill
25 individuals moved in to RRH

Donald Lee Hollowell
13 individuals moved in to RRH

Folk Art Park
7 individuals moved in to RRH

Spring St.
20 individuals moved in to RRH

Freedom Parkway
3 individuals moved in to RRH

Dobbs
16 individuals moved in to RRH

Fort @ Edgewood
18 individuals moved in to RRH

Pryor St.
100 individuals moved in to RRH

GA State MARTA
19 individuals moved in to RRH

Other
51 individuals moved in to RRH

Central
50 individuals moved in to RRH

RRH: Rapid Rehousing

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Feedback from People with Lived Experience

Surveys and focus groups conducted of over 400 people who are homeless or experienced homelessness.

Surveys conducted by our Consumer Advisory Council and PFH Staff through 1:1 interviews and focus groups at:

- Emergency shelters
- PSH programs
- Addiction recovery

Here is what we heard

Deeply affordable and subsidized housing:

- "Stop wasting money, we need income-based apartments; more housing for people with fixed income; 2-3x income for rent is too much; make sure housing is truly low cost
- Purchase a hotel and renovate it; More vouchers!
- "Its so hard to get somewhere to live"; it's a waiting game, you could wait 3-4 years just to get into an apartment.
- My apartment is the world to me; I like it because I have my own bathroom
- Neighborhood is beautiful, neighbors care (Kirkwood)

Homeless system:

- If they can make it easier b/c its so complicated to just get in the front door and get some help, i.e. "You can't get the social without the birth certificate and you can't get the birth certificate without the social…"
- Its a lot to go through to get some help, its too complicated
- "Sometimes it felt impossible but getting help in Atlanta is one of the best cities to get help in"; a lot of agencies desperately trying to help
- "People don't wanna be on the street"; "Seems like we're putting band aids on the problem"

Services in housing:

- I like this place because there's people onsite who can help you. I'm happy to be here as a resident
- More services onsite to keep people in housing – need more than a bed; MH and addiction support; need someone who's qualified to deal with mental illness; "let someone who's been homeless run the shelter"
- Mental health support; need a Registered nurse; Real staff who know how to help us
- More professional staff with college degrees; staff are overloaded; Real staff who know how to help us

- **Improve the shelters and lower barriers**
  - – add addiction services; shelter rules are too much – I chose to go back to the street.
  - "Have someone at the shelter who's there to help not just feed you and discipline you";
  - They want to preach to you or make you be in an alcohol program or wait so many days before you can look for a job. They'll preach to you for two hours before you can get a bowl of soup and then kick ya out at 4am!"
- **Eliminate length of stay/time requirements:**
  - "A 23-day stay is not enough time to do anything".
  - They let you in but you gotta be out by a certain time. You're homeless, where are you gonna go??"
  - Use the City jail for shelter!
- **Standardize shelter admissions process/requirements:**
  - "Every shelter should require the same exact thing."
  - "Its by design that its like this"
  - "It's a cycle of pain – get those people out of that cycle"
  - "As rich as we are as a country, its crazy that we have homelessness"

Strategic Framework

Vision
Homelessness Response That Advances Equity

Build a Service Culture that Promotes Antiracism, Diversity, Equity and Inclusion*

Amplify Workforce to Reflect Those We Serve & Infuse Lived Expertise

Strategically Maximize Investments to Create a Solution for Every Unhoused Person

Prevent or Divert Persons from Homelessness as a First Response

Target Service Delivery to Reduce Duration of Homelessness

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We Now Have A *Community Plan* To Further Reduce Homelessness Over the Next Five Years We Will:

Goal #1

Reduce Unsheltered Homelessness

Goal #2

Ensure Families and Youth Avoid Homelessness

Goal #3

Ensure No Veteran Is Without Housing and Services

Goal #4

Ensure People Succeed in Housing & Avoid Returning to Homelessness

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Plan for Cohesive Culture

The Atlanta Coc has established additional priorities that strengthen the culture of our coalition and ensure we lead with a lens of inclusion. These priorities will shape integration of cultural competency into our system in a way that is authentic to the populations we serve and reflective of the city's roots in social justice.

Culture Goal 1:

- Advance Equity within the Atlanta CoC
- KPIs: CoC-wide equity standards, training and communications

Culture Goal 2:

- Enhance Provider Capacity within Atlanta CoC
- KPIs: Program staff numbers; grant types awarded; number of funded-agencies

Culture – Goal 1 Action Plan

- **Build a service culture that promotes antiracism, diversity, equity and inclusion.**
  - Complete Justice, Equity, Diversity and Inclusion (JEDI) organizational survey to gather input from stakeholders.
  - Establish a CoC-wide JEDI vision and standards and integrate learnings through planning and coaching.
  - Develop a JEDI action plan and metrics to outline behaviors and measure impact of changes.
  - Develop and implement JEDI actionable goals/objectives/standards to incorporate into funders work.
  - Develop messaging that highlights disparities in homelessness and work to address JEDI.
- **Elevate the impact of sexual orientation and gender identification amongst unhoused populations.**
  - Educate shelters on the Equal Access Rule and implementation of practices needed to remain compliant.
  - Train service providers on sexual orientation and gender identification.

Culture – Goal 2 Action Plan

Amplify provider workforce to reflect those we serve and infuse lived expertise.

- Identify provider workforce gaps and needs.
- Train persons with lived experience as peer support specialists.
- Expand CoC grant funding to agencies employing persons with lived expertise in programmatic work.

Expand learning and development to build provider capacity.

- Employ CoC-wide learning and development staff
- Establish a homeless continuing education program.
- Expand CoC grant funding opportunities to agencies completing CEU credits.

Goal #1 – Reduce Unsheltered Homelessness

KPI(s): Annual PIT Unsheltered Count and Chronic By Name List

Resolve and eliminate all encampments using flexible rehousing subsidies, housing navigation and stabilization services.

Move the remaining 591 individuals experiencing long-term or chronic homelessness into supportive housing or higher levels of care.

Divert those experiencing homelessness for the first time by providing immediate, flexible solutions.

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Goal #2 - Divert Families & Youth From Homelessness

KPI(s): Annual PIT Family and Youth Count; System Performance Measure 1 - Length of Time Homeless

Use flexible resources to help families, unaccompanied youth and young adults remain in safe housing environments rather than entering emergency shelter for assistance.

Expand tailored, developmentally appropriate housing solutions to ensure no unaccompanied youth and young adults (ages 16-24) are sleeping in emergency shelters or on the streets.

Target investments to rapidly rehouse all families and youth within 30 days of experiencing homelessness.

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Strategic Goal 2 Action Plan

KPI(s): Annual PIT Family and Youth Count; System Performance Measure 1 - Length of Time Homeless

Reduce the number of youth in shelters or on streets.

- Identify, triage, and prioritize all youth in shelters or on streets for rehousing programs.
- House 60 youth through Youth Homeless Demonstration Program funding.
- Implement diversion as a first response to safely divert youth from shelters and drop-in centers.

Prevent, rapidly exit and divert families from homelessness as a first response.

- Standardize diversion intervention model.
- Create and scale a flexible financial assistance fund.
- Create a diversion training and certification program for CoC providers.
- Expand and embed diversion at community-based entry points.
- Develop an app to inform, intake, triage, and communicate with families in need of homeless services and housing.

Rehouse families within 30 days of entering shelter.

- Input all family access points into HMIS and identify a centralized entry point for triage into the homeless system.
- Standardize housing navigation model and access to document services.
- Standardize and train providers on progressive engagement model.
- Recruit dedicated housing navigators to lower the barriers and access to available units.
- Use HMIS as a real time inventory management tool to match and manage subsidies and rental units.

Path Goal #3 - Ensure No Veteran Is Without Housing & Services

KPI(s): United States Interagency Council on Homelessness Veteran Homelessness Measures

Secure enough federal subsidies and services for veterans so that no veteran is homeless longer than 90 days.

Target services to immediately divert or rapidly house all veterans within 90 days of experiencing homelessness.

Enhance partnership with Veterans Administration to improve continuity of care and ensure veterans are stable and not returning to homelessness.

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Strategic Priority 3 Action Plan

KPI(s): United States Interagency Council on Homelessness Veteran Homelessness Measures

Ensure all veterans experiencing homelessness access housing and support services

● Identify, triage, and house all remaining veterans.

● Assess 90-day average inflow to determine additional subsidies needed to reach equilibrium.

● Work with the regional Veterans Administration to secure additional federal subsidies for the City of Atlanta.

● Ensure veterans are connected to support services that prevent returns to homelessness.

Goal #4 - Ensure People Succeed in Housing & Avoid Returning to Homelessness

KPI(s): System Performance Measure 7 -Exits to and Retention in Permanent Housing and System Performance Measure 2 – Returns to Homelessness

Strengthen the Quality and Fidelity of Housing Stabilization Services

Enhance Access to Behavioral Health Services that Support Stabilization in Housing

Strengthen Partnerships with Landlords and Expand Eviction Prevention Practices to Reduce Returns to Homelessness and Racial Inequities

Strategic Goal 4 Action Plan

KPI(s): System Performance Measure 7 -Exits to and Retention in Permanent Housing and System Performance Measure 2 – Returns to Homelessness

Redesign the way people seek and receive prevention, rapid-exit and diversion early interventions as a first response.

- Engage 211 and other front door providers to redesign triage and routing options for those experiencing housing instability and seeking assistance.
- Make coordinated entry a last resort while utilizing HMIS as a front-end triage system, and create more transparency in the rehousing plan and timeline.
- Explore integration of prevention and diversion services into 211, 311, and other front door providers.
- Communicate more effectively about how individuals in need can access services.

Enhance access to a full spectrum of affordable housing units across the City of Atlanta.

- Enhance our toolkit to access and secure existing rental units throughout the city.
- Explore flexible funds to pay arrears, utilities, rent premiums, and/or multi-year or first right leases.
- Reduce complexity of the voucher process including exploration of a universal housing application, standardized process across region's PHAs and homeless service providers.
- Enhance marketing strategies and leverage landlord networks through partnerships.

Enhance access to a full spectrum of affordable housing units across the city.

- Expand and integrate ready-made affordable housing units across the city.
- Expand and integrate newly developed PSH units across the city.
- Preserve existing affordable housing and make it more accessible to the homelessness response system.
- Pursue acquisition or long-term parent leasing strategies to create mixed income housing environments.
- Explore land banks and other low-interest options for securing land for development and preservation.

Enhance access to supportive services to prevent and stabilize people impacted by homelessness.

- Create a complex healthcare workgroup that includes health and legal partners that provide higher levels of care to higher acuity clients.
- Enhance connections to care to address provider bias at entry.
- Explore methods to create specialized care environments for complex cases that do not fit into traditional care structures.
- Connect higher levels of care to PSH units and rooming houses to extend tenancy.

Key Shifts in Approach

- **Move More People Off the Streets Faster**

  - Expand LIFT targeted encampment resolution practices.
  - Integrating rapid, affordable temporary, semi-permanent and permanent units throughout the City while expanding mixed income housing developments.
  - Amplify flexible funding to negotiate and readily secure rental units in today's market.
  - Boost partnerships with behavioral health agencies to support long-term stabilization.

- **Help More People Avoid Homelessness**

  - Preserve existing affordable housing to prevent households from experiencing homelessness.
  - Amplify eviction prevention practices to help more people stay in safe housing environments.
  - Integrate problem-solving, diversion interventions at community-based and front-of-door entry points.

- **Scale the Response System and Create a Solution for Every Unhoused Person**

  - Secure a local dedicated funding that sustains progress and leverages public funding investments.
  - Communicate progress and success of current interventions and services.
  - Build community pride in our homelessness response system.

Pipeline: Overview

Partners for HOME's "Pipeline" project funds construction/renovation for housing units dedicated for PSH throughout the city of Atlanta, with a total goal of 550 units. The project works in partnership with Invest Atlanta, Atlanta Housing, and other entities working towards affordable housing. Rental assistance is primarily provided through Atlanta Housing's HomeFlex PBRA and case management services are provided primarily by Fulton County DBHDD.

Currently, 9 Pipeline properties are online, housing a total of 128 PSH tenants.

Heritage at Westlake is projected to house 102 PSH tenants when the project is completed in the coming years.

Stanton Park is expected to come online in late 2023, housing 10 PSH tenants through the PSH Pipeline project.

The final goal of the PSH Pipeline is a total of 550 dedicated PSH units spread among 25+ properties receiving services and rental assistance throughout the city of Atlanta.

55 Milton has housed 18 PSH tenants through the PSH Pipeline project since 2022

By the end of 2023, a projected total of 14 properties will be online housing 200 PSH tenants.

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Pipeline: Current Status

Currently Online (140):

PROJECT	PSH TENANTS
55 Milton	18
Adair Lofts	5
Capitol View	24
Centra Villa	17 (of 66)
Dalvigney	12
Dwell at the Alcove	9
Edgewood Center	4
Gift of Hope	30
Intrada Westside	25

Thrive Sweet Auburn
- Projected Date: August 2023
- PSH Units: 23

1055 Arden
- Projected Date: September 2023
- PSH Units: 6

Steed (1265 Lakewood)
- Projected Date: October 2023
- PSH Units: 16

The Mallory
- Projected Date: December 2023
- PSH Units: 14

Stanton Park
- Projected Date: December 2023
- PSH Units: 10

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Requires Key Shifts in Our Approach

To Scale the System…

- **Communicate differently to avoid being taken off-course.**
  - Sharing progress
  - Showcasing elimination of bureaucratic practices
  - Infusing hope and pride in our homelessness response strategies and successes
  - Ensure community knows how to access our system
- **Secure *sustainable* local funding source.**
  - Preliminary analysis - $80M + perfectly scaled and calibrated service delivery system
  - $40M annually to sustain
  - Current Annual Federal Funds + Local Sources for PSH Services/Subsidies

Next Steps and Roll Out

	Status
Post final draft plan in design to CoC and public for public comment period	Complete
Present back to Committee electronically (or virtual meeting) for final vote	Complete
Presentation to Governing Council for vote of approval at a specially called meeting in August	August 24
Brief Mayor Dickens	August 28
Presentation to City Council Community Development Human Services Committee	August 29
Cabinet briefing	TBD
Communications launch with Fitzco and sub-committee/fundraising for campaign	In progress
Schedule briefings with respective stakeholder groups	TBD

Stakeholder briefings

- DBHDD
- DCA
- DFCS
- Atlanta Housing
- Fulton County Leadership
- Philanthropy
- HouseATL
- VA
- DOT
- Healthcare/ARCHI/hospitals

Questions?

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