

COLUMBIA CARES

*The Community's Plan for
Moving Towards the Goal*

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Moving Towards the Goal

- The Issue
 - High concentration of homeless poverty in the city of Columbia
 - Heaviest concentrations are downtown
 - Disproportionately affecting the downtown districts of the city

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Moving Towards the Goal

- The Current Status
 - No over riding coordinated response to the issue
 - Population continues to grow
 - Poverty infrastructure already exists
 - Political football
 - Neighborhoods, Businesses, Providers, Politicians
 - Providers are often reduced to being protective of “turf” and financial resources

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Moving Towards the Goal

- The Current Status

- Efforts built with large dependence on government funding

- Federal government is cutting funding

- Ex: Julie Ann Avin (MERC) on 05/15/2013 received notice that HHS is ending Optional State Supplement.

- » Mike Chesser of SC Homeless Coalition stated result is approximately 5,000 mentally ill will find their way onto the streets starting in July 2013

- Ex: City's CDBG allocation is consistently dropping year over year. Projected to drop much further.

- Local budgets are tightening

- Cost of operation continues to rise.

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- The Current Status
 - *Enormous* desire and goodwill within the city to help the least among us
 - Churches, businesses, neighbors

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- The Goals
 - Meetings held with stakeholders to taken open, transparent input
 - Forums, Electronic Communication, Meetings
 - Neighborhoods
 - Providers
 - Business Community
 - Politicians
 - Homeless
 - Faith Community

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Moving Towards the Goal

- The Goals – *The Top Six from the Community*
 1. Coordinate the Response
 - Communicate and unify all efforts and services system wide
 - Leverage existing resources that the government and others are already paying for
 - Induction Center
 - Triage
 - Fill the gaps in the response
 - Establish a role for all in the city's vision

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- The Goals

- 2. Bring Humanity to the Response

- Focus on People, Not on Money
 - Recognize the Humanity of the Individual
 - Act like Columbia cares
 - Have respect for those in need
 - Lift up, do not tear down
 - Hope not hate

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- The Goals

- 3. Leverage the power of the community

- Volunteer Participation
 - Community Based Approach
 - Churches
 - Schools
 - Universities
 - City Wide Awareness

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- The Goals

- 4. Institutionalize Accountability for Providers

- Outcomes, outcomes, outcomes
 - Elevate, learn from and replicate successes
 - Do not allow failure from providers to continue unchecked
 - Address money chasing mentality

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- The Goals

- 5. Meet the unique needs of the individuals in need

- Meet people where they are so they can have a higher chance of succeeding
 - No one size fits all approach
 - Be nimble and able to evolve to meet changing realities
 - Address Individual Realities
 - » Mental illness
 - » Ex-prisoner
 - » Sex offenders
 - » Families
 - » Elderly
 - » Hospital

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- The Goals

- 6. Address Community Impacts Downtown

- De-concentrate services from downtown
 - Reduce visibility
 - Negative impacts on business downtown
 - Negative impacts on neighborhoods downtown
 - Address high frustration level

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- The Goals

Other goals cited:

- Government play a role by being leaders, not reactionary
- Address safety by enforcing laws & addressing prisoner drop-off
- Create opportunities for people to work
- End “big business” homelessness & politics around the issue
- Address need for private pay / transitional housing options
- Public hygiene facilities
- See what has worked in other communities
- Bring accountability to those in poverty too
- Address root causes, not just symptoms
- Providers all want to continue their programs [for one year]

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Moving Towards the Goal

- The Population

- Categories

1. Impaired – Physically and mentally
2. Receptive – Disenfranchised and ready to change
3. Unreceptive – Disenfranchised, defiant and not ready to change

Each group has a different set of problems requiring a different solution

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- The Population

- Based on 2012 – 13 winter shelter. Represents those not in program

Challenging Cases – <i>Lower Hanging Fruit</i>	Hard Cases – <i>Top of the Tree</i>
23% - Addicted	30% - Impaired mentally and / or physically
18% - Situational homelessness	20% - Culturally homeless
9% - Ex Offenders	
50% Total Challenging	50% Total Hard

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- The Population

- Many already receiving money through government assistance programs
- Taxpayers are already contributing to the solution
 - Much of this taxpayer money is being lost due to:
 - » Inefficient use of funds
 - » Misuse use of funds
 - » Crime
 - » Vice

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Moving Towards the Goal

- The Population
 - Diverse group on the streets
 - Homeless
 - Those living in subsidized housing who are part of the homeless culture
 - Criminals who use the homeless as camouflage or clients
 - » Drug dealers
 - » Prostitutes
 - » Other criminal elements
 - Creating a path forward that removes the homeless population from the streets will expose the remainder to be dealt with appropriately

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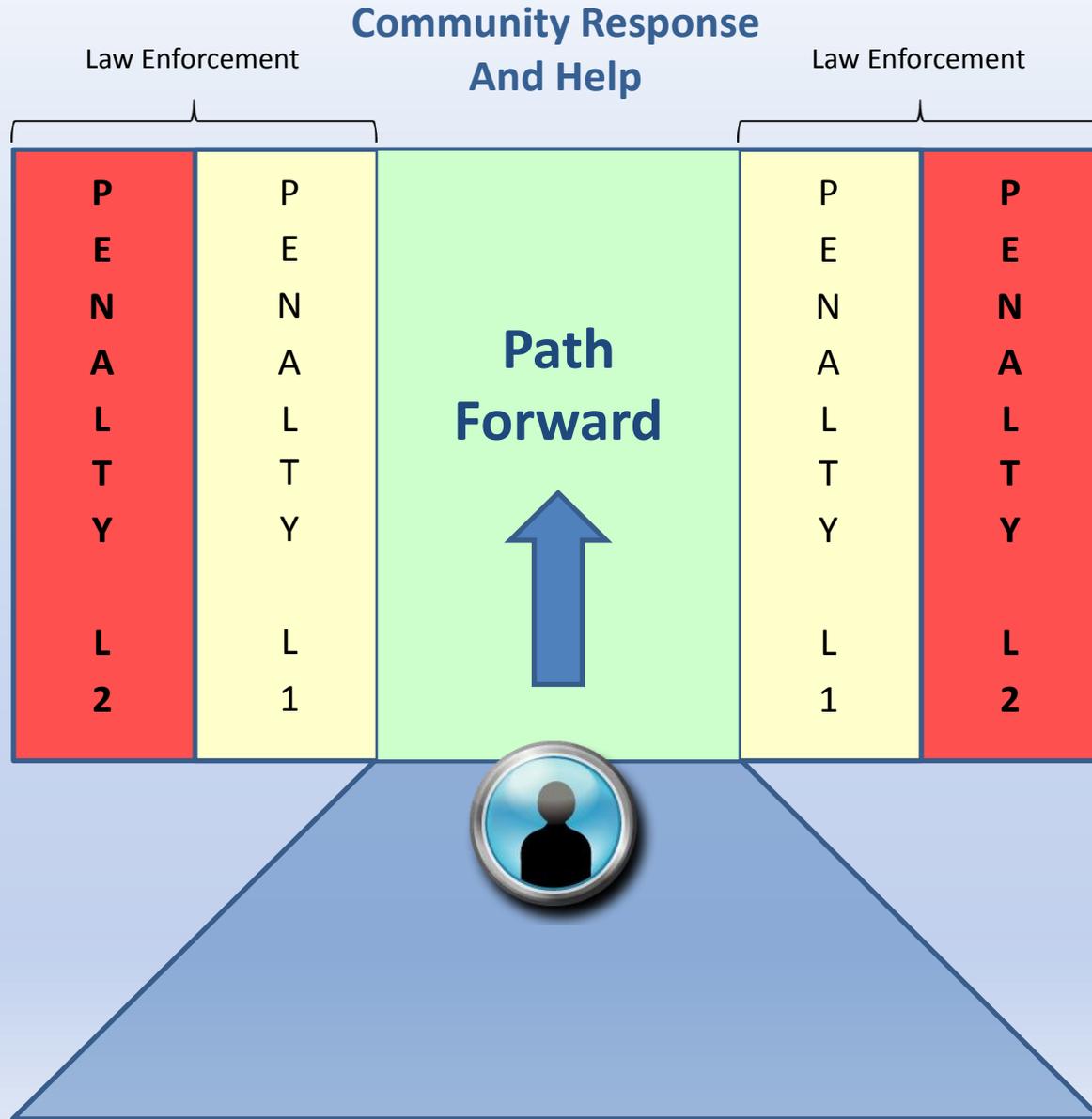
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- The Response

- Understand the unique needs of the individual and pair to the appropriate provider or service
- Create a path forward for everyone
- Individualized options given based on needs / goals of the individual
- Self-Pay option
- Penalties for deviating from the path

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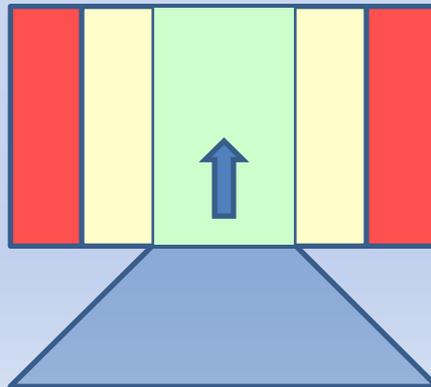
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Moving Towards the Goal

- *Providers also must move towards the goal*
 - How are you contributing to the city's response to (mental illness, job readiness, etc)
 - Future providers wishing to start a program also demonstrate their addition to the goal
 - Ensures that everyone is pulling in the same direction for solutions and not chasing dollars (\$\$)



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Moving Towards the Goal

- The Network
 - **Welcome Center**
 - Gateway
 - Induction point and case management
 - Triage and evaluation of needs
 - Tier One – currently funded non-profits and government agencies
 - Tier Two – Faith based and volunteer organizations
 - Accept back failed clients
 - Identify out of city dumping
 - *No overnight – Front door only*

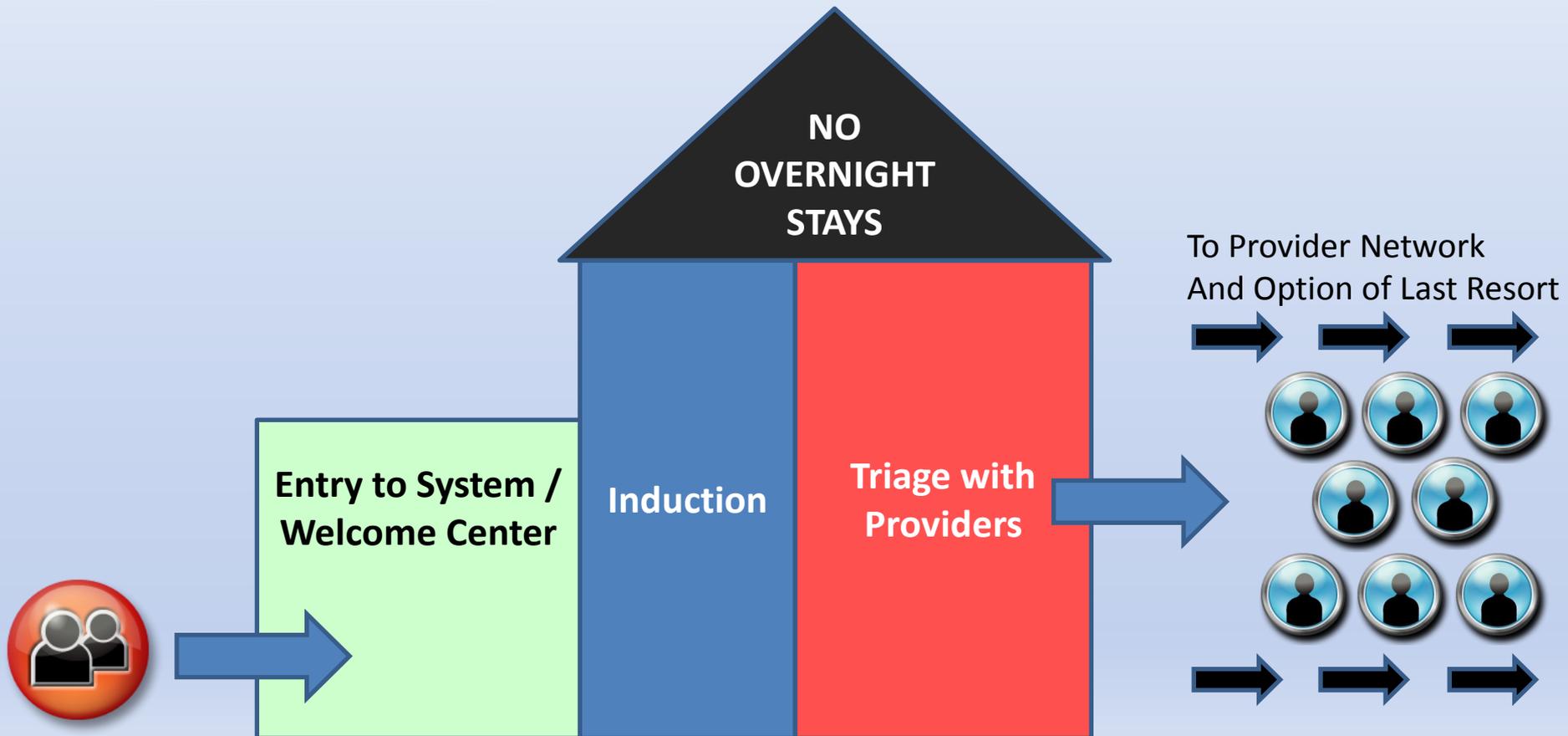
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Welcome Center serves as the gateway to the system

Induction – Single point of entry to the system

Triage – Assessment and pairing to appropriate provider – *Never without a response to the need*



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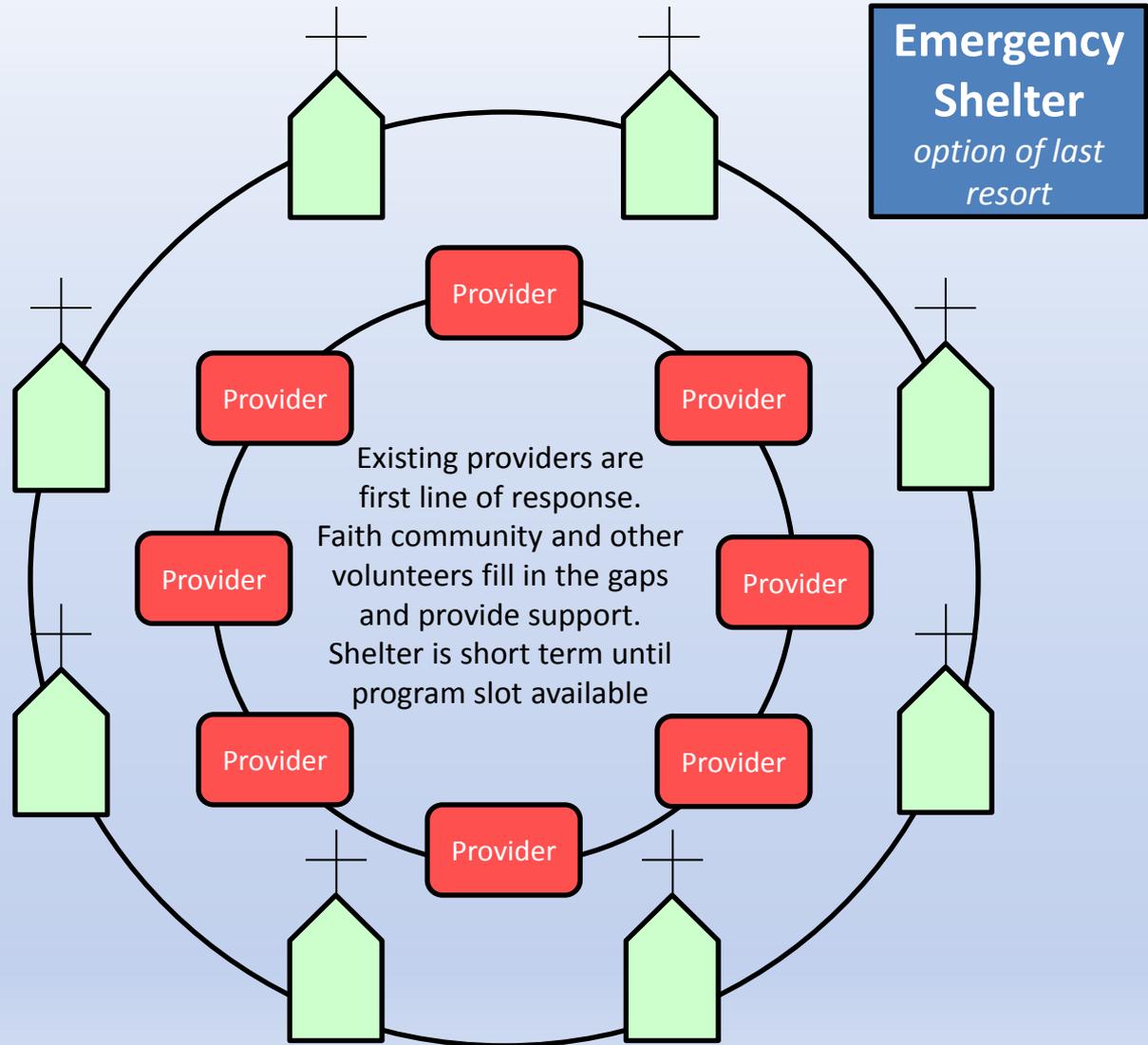
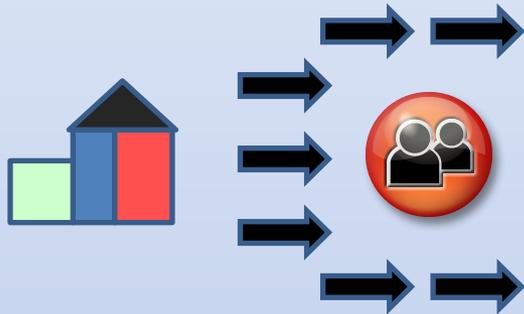
Moving Towards the Goal

- Induction and Triage
 - *Everyone* comes through the center to gain access to the network
 - Aggressively enforce existing laws requiring everyone who is in violation to enter the induction and triage system or go to jail
 - Tighten laws regarding panhandling, loitering, urban camping, prisoner discharge, etc

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Moving Towards the Goal

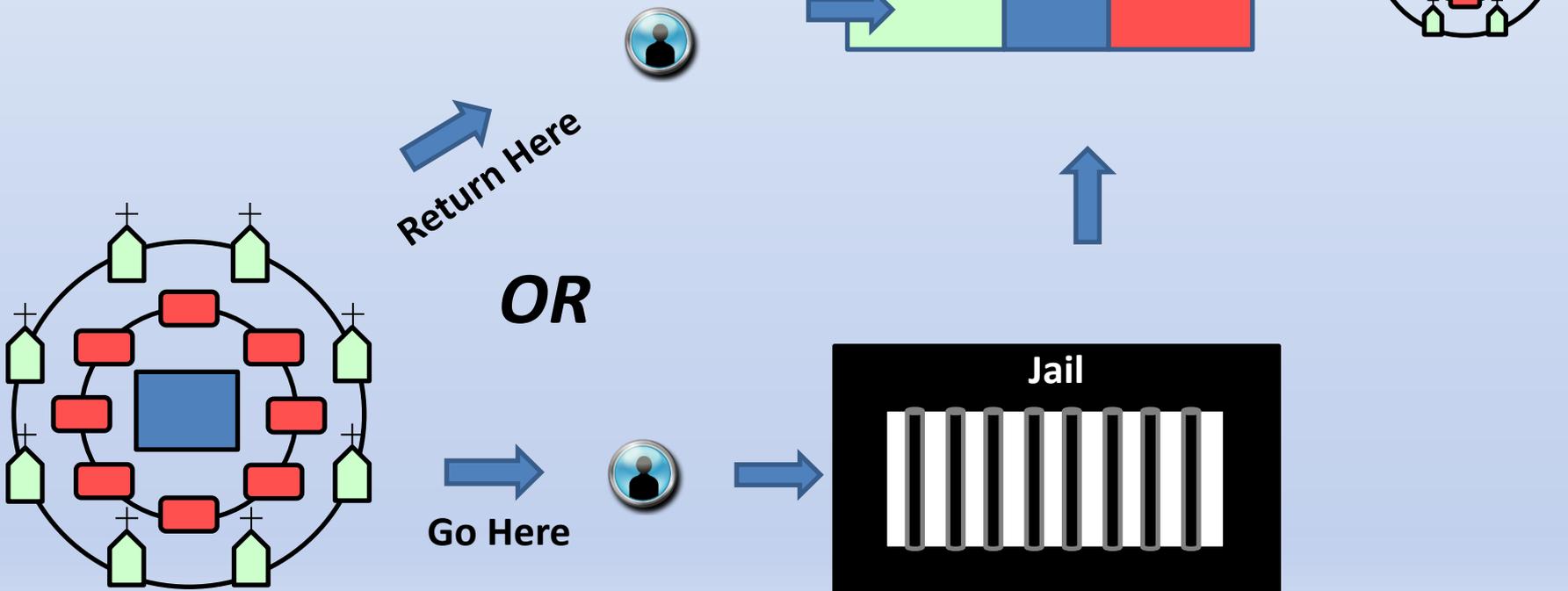
The Network *Phase One*



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When someone leaves the network and returns to the street, they re-enter induction center, head to jail or leave town. Induction center has record of all those on the streets of Columbia and therefore is able to maintain accountability with those receiving services.



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Moving Towards the Goal

- Role of law enforcement
 - Aggressively enforce existing laws requiring everyone who is in violation to:
 - Enter the system
 - Go to jail
 - Leave town
 - Tighten laws regarding panhandling, loitering, urban camping, prisoner discharge, etc
 - Every policeman can take violators to induction center
 - Every neighbor can call for someone in violation of the law to be picked up and taken to induction center

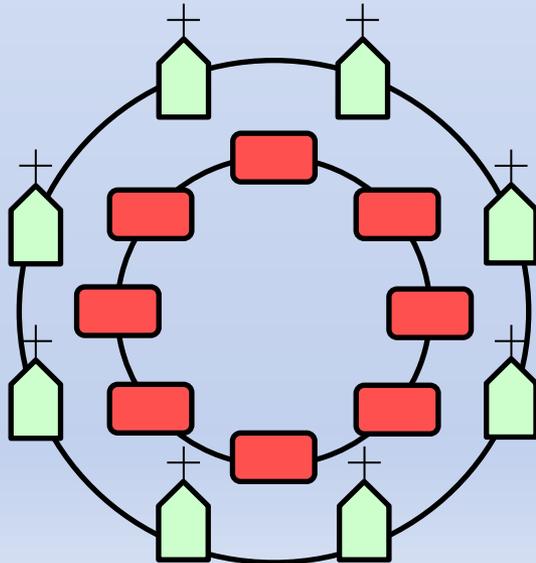
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The Network

Phase Two

In phase two, the emergency shelter is closed and replaced by The Retreat which will be located 10-15 miles from downtown. The Retreat will serve as the shelter of last resort and will provide a path forward for the mentally ill and others for whom there is no programmatic fit with existing providers



*Replaces
Emergency Shelter*

**THE
RETREAT**

*100+ Acres
Privately owned
and run*

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Moving Towards the Goal

- The Retreat
 - Privately owned and run
 - 100+ acres
 - 10-15 miles from downtown
 - Respectable way to address the needs of those who may never be able to help themselves
 - Can return some to society
 - Replaces city's emergency shelter

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Moving Towards the Goal

- The Retreat
 - Bestows meaningful lives
 - Provides for basic needs (medical, etc.)
 - Evaluates skills and needs
 - Develops a recovery plan and case management
 - Provides work matched to skills
 - Re-connects with families and caregivers

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Moving Towards the Goal

- The Retreat
 - For impaired citizens
 - Compassionate care
 - Hope with patience
 - Physically disabled receive medical care
 - Culturally Homeless
 - Tough love -> The Retreat or jail
 - Work Program
 - Gradual return to society
 - Establish consistent employment
 - Then transition to fully self-sufficient living

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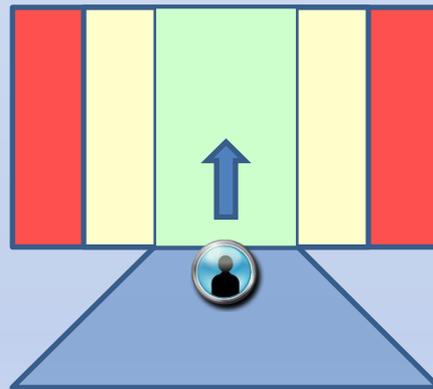
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- What the system accomplishes
 - There will *always* be a response to the need.
 - We care too much to allow you to be homeless on our streets
 - There will be an efficient and effective response for law enforcement to use with lawbreakers
 - Efficiently captures the capacity already being provided through currently funded programs
 - Pre-screens those in need so they are paired with the appropriate program from the start to the benefit of providers *and* clients

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Moving Towards the Goal

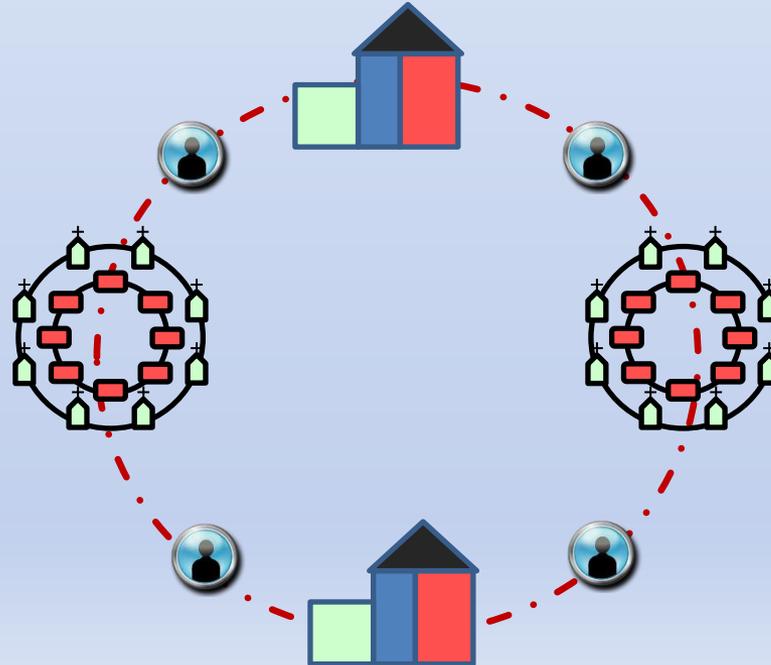
- What the system accomplishes
 - Opens up an avenue to harness the power of goodwill and volunteerism in Columbia
 - Likely the greatest under utilized resource
 - Brings accountability to those receiving services by keeping them in the “path forward” lane



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- What the system accomplishes
 - Rewards excellence among providers
 - Provide constructive data for providers when clients re-enter the system at the induction point
 - High performers get rewarded



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Moving Towards the Goal

- Funding the System
 - Utilize network of providers already being funded
 - City, federal, private
 - Utilize city's existing winter shelter facility as interim stop gap until alternate site can be developed or The Retreat opened
 - Recapture payments currently being lost
 - Food stamps, housing, disability, etc.
 - Upon entry to a program providing service(s) paid for by existing entitlements, redirect payment to provider

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Moving Towards the Goal

- Funding the System
 - Seek private donations
 - Leverage the power of volunteerism to defray operating costs of existing facilities

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Moving Towards the Goal

- Existing Poverty Response Investments
 - City current investment of \$1,000,000 direct expenditures from the General Fund
 - \$500,000 for emergency winter shelter
 - \$250,000 for Transitions
 - \$200,000 for Housing First

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Moving Towards the Goal

- Existing Poverty Response Investments
 - Federal & State dollars administered by the city
 - \$649,287 – Housing for people with HIV/AIDS
 - \$471,099 – USC School of Medicine for Supportive Housing Services
 - \$350,000 – Wateree CAC
 - \$332,832 – Palmetto Aids Life and Support Services
 - \$333,558 – City Buy / Rehab Rental for Those in Poverty (<80% median)
 - \$272, 237 – City Low Income Homebuyer Assistance (<80% median)
 - \$250,000 – City Affordable Housing Loans (<80% median)
 - \$291,014 – Cooperative Ministry
 - \$207,747 – Transitions - (Receives additional city dollars)
 - \$160,000 – Salvation Army
 - \$110,000 – Sistercare
 - \$85,514 – Housing First - (Receives additional city dollars)

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- Existing Poverty Response Investments
 - Federal & State dollars administered by the city
 - \$75,000 – United Way
 - \$75,000 – Alston Wilkes
 - \$57,000 – Family Shelter
 - \$55,000 – Women’s Shelter
 - \$42,750 – Community Relations Council
 - \$35,717 – Epworth
 - \$32,500 – St. Lawrence Place
 - \$30,874 – City Year
-
- **\$3,644,892 in this bucket alone**
 - *A GREAT OPPORTUNITY FOR PARTNERSHIPS TO ACHIEVE OUR SHARED GOALS*

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Moving Towards the Goal

- Existing Poverty Response Investments
 - Recapture payments from food stamps, disability, etc
 - Example from winter shelter:
 - » 500 clients receiving \$250 a month is \$1.5MM per year in lost payments
 - Actual number may be higher

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- Existing Poverty Response Investments
 - Additional partnership opportunities exist with those already investing in poverty response
 - Columbia Housing Authority
 - Department of Veterans Affairs
 - Department of Mental Health
 - Private Business
 - Concerned Citizens
 - Faith Community
 - Others

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- Existing Poverty Response Investments
 - *Represents only a portion of total poverty assistance currently available*
 - However, it is not being invested strategically in an effort to move toward a shared vision for the capital region

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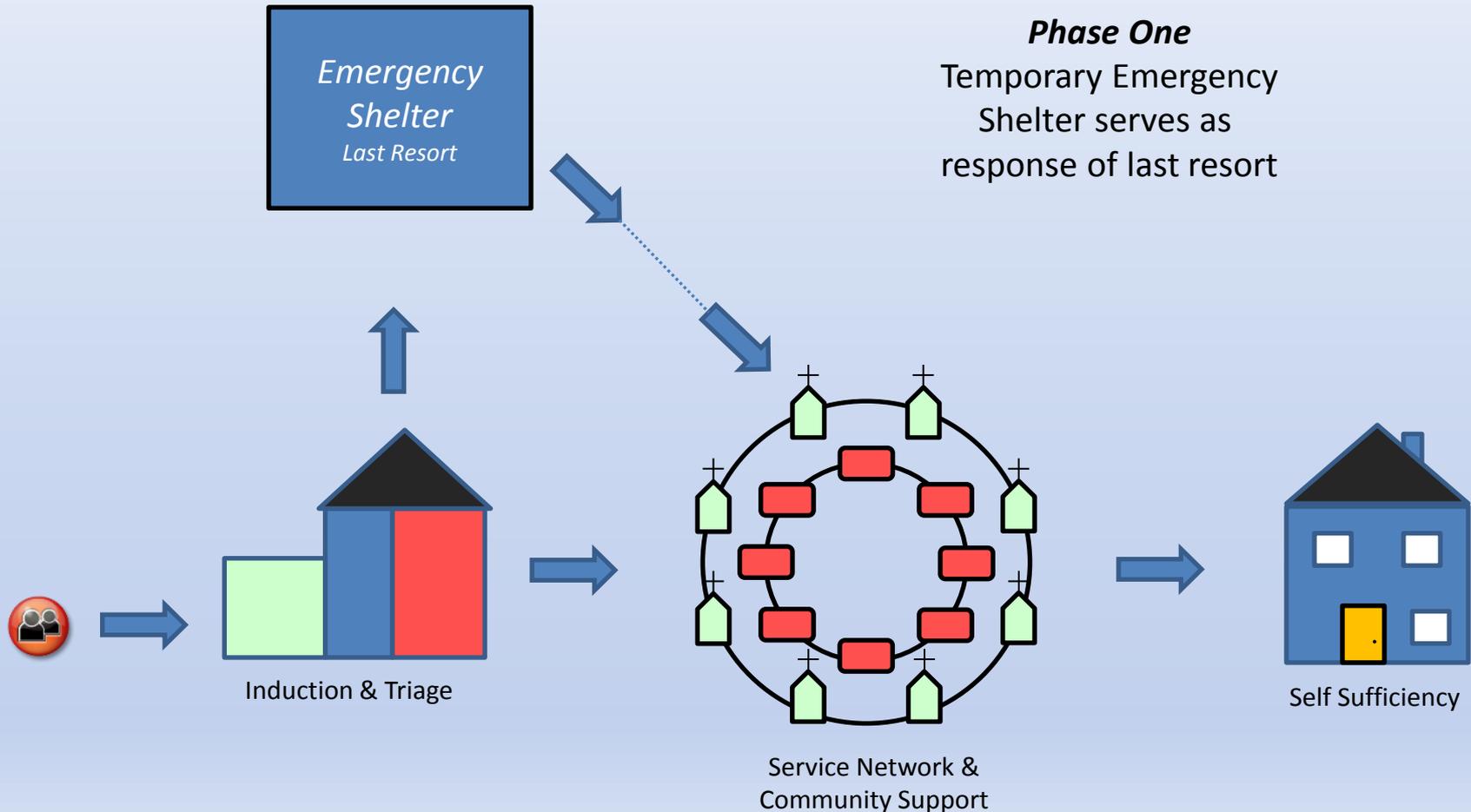
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- Future Money in the System
 - As new programs move to enter the city, they must be initiated in a manner that furthers the city's vision and goals.
 - Instead of fighting every new proposal for services, harness and direct the energy in a productive manner
 - Current Example - A new effort is looking to site a federal halfway house in the urban core. An opportunity exists to meet with the applicant and find a way to serve that population in a manner that is consistent with the goals of the city and the community (possibly as part of the The Retreat).

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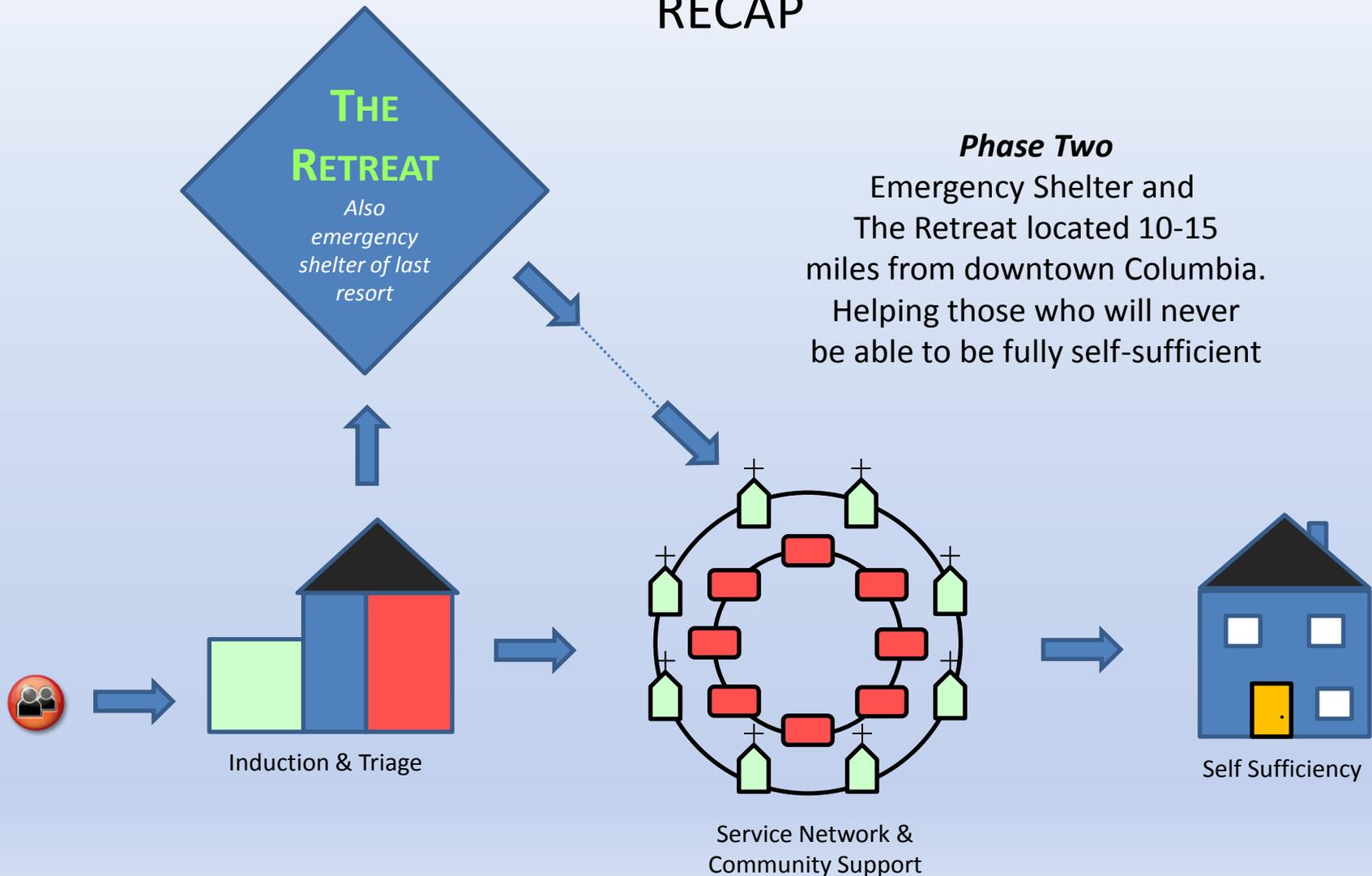
RECAP



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Moving Towards the Goal

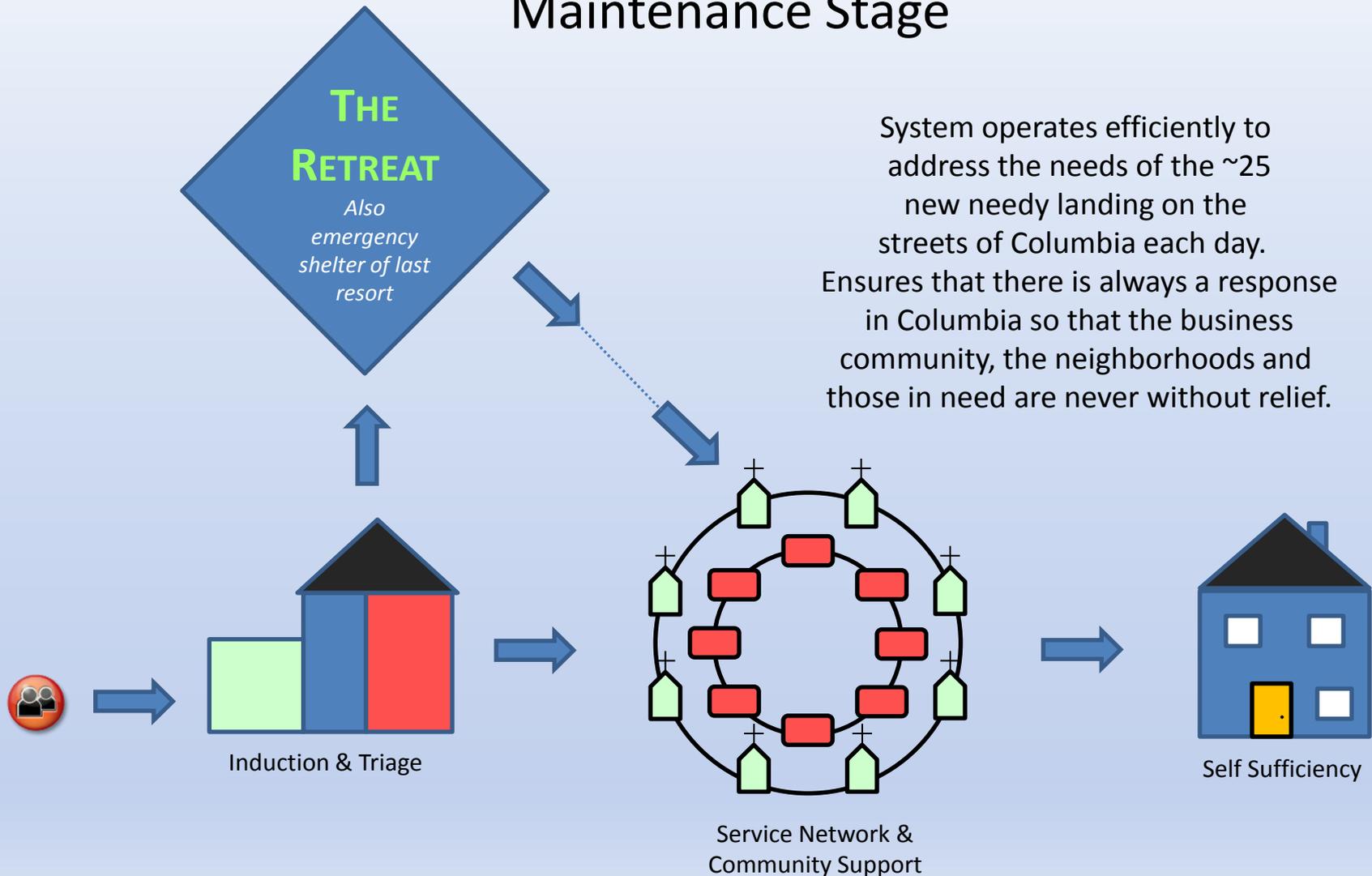
RECAP



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Moving Towards the Goal

Maintenance Stage



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Moving Towards the Goal

- City Council Action

1. Endorse the six goals put forth by the community
2. Endorse a “Request for Proposals *for Solutions*”
3. Reconvene the issue with Proposals *for Solutions* for review.
4. Move forward