Strategic Plan for Homeless Continuum of Care Services in the District of Columbia: 2000 – 2004

January 5, 2000

A great city is a city that takes care of the homeless, that takes care of the disadvantaged, that meets its responsibilities. Everyone knows that. White. Black. Rich. Poor.

The way to address homelessness is not to sweep homeless off the streets and put them in jail, I'm sorry. The homeless are like canaries in a mine. If that canary isn't chirping, *you've* got a problem. If you've got homeless on your streets, it's not the homeless' problem. *You've* got a problem. It means you've got a problem with *mental health*. It means you've got a problem with *foster care*. It means you've got a problem with *housing*. That's what it tells you, *you've* got a problem. Right?

And this is why I am so very proud because all of you in every quarter of the city are making those kinds of comments. You know what the responsibilities and mandate of a great city should be.

Mayor Anthony Williams
Neighborhood Action Summit
November 20, 1999

BZA
Case No. 16622
Exhibit No. 37

Board of Zoning Adjustment
District of Columbia
CASE NO.16622
EXHIBIT NO.37

March 2000. Create 51 emergency beds in small homes operated by community- and faith-based organizations, and 18 congregation-based shelter beds. MLK's 144 beds replaced by Oct. 2000.

- ** *replacement of La Casa shelter facility by Oct. 2000; creation of smaller shelters in Ward 1 (per community input) of 25-35 beds each (total of 75 beds); create 25 beds in congregation-based shelters. La Casa's 100 beds replaced by Oct. 2000.*

- •• **Conversion of all shelters to 24-hour services by April 2000**
  - ** *includes 24-hour services for adults who stay in overnight congregation-based shelters noted above and below*
  - ** *Randall School Gymnasium retained through long-term sub-lease from owner, converts to 24-hour operations by March 2000; downsize to 75-bed shelter as soon as feasible; create 25 beds in small homes operated by community- and faith-based organizations.*
  - ** *retain Blair Shelter (100 beds for men in recovery) and Madison Shelter (75 beds for women) through long-term lease or purchase, by March 2000. Continue to operate as 24-hour shelters; seek formal relationship with APRA & Medicaid to underwrite services.*
  - ** *Emery School Shelter: a) by April 2000 downsize to 100 beds and go to 24-hour operations, create 25 "semi-permanent" beds in small homes for chronically disabled persons;; b) by Oct. 2001, create 25 congregation-based beds for men and create 75 emergency beds in small homes operated by community- and faith-based organizations. Emery's 150 beds replaced by Oct. 2001.*

- •• **Support of services improvements, case management and client tracking services, and facility improvements at the Federal City Shelter in place by October 1, 1999; continued improvements of services over the next five years**
  - ** *installation of computers, tracking software, and LAN by Summer 1999*
  - ** *facility improvements begin in Summer 1999*
  - ** *completion of strategic plan for the shelter by March 2000*
  - ** *reduce density as length-of-stay decreases gradually due to improved services, thus increasing annual number served with fewer beds*
  - ** *integrate this site with the remainder of adult shelter system*
  - ** *bring more mainstream District services on site*

- •• **House mentally ill homeless with intensive support services**
  - ** *the Partnership has received a $2 million award from CMHS to operate the "Home First II" program, beginning in Summer 1999, to house up to 400 mentally ill persons receiving case management from CMHS or CMHS contractors; approximately 100 new homeless men and 100 homeless women are projected to be served annually through this program as units turn over and clients are placed in permanent housing.*

(a) **Youth**

- •• **Support and increase transitional housing for homeless youth**

** *maintain support for Sasha Bruce Youthworks 12-unit Independent Living Program*

** *support additional 20 beds for homeless youth by April 2000*

•• **Provide emergency services for young mothers less than 18 years of age**

** *support 10-unit program for teen mothers and their children by April 2000*

C) Time Table and Specifics of Planned Changes for Homeless Families

Objective Offer a variety of options tailored to meet the varying needs of families applying for emergency shelter, on the day the family first seeks assistance.

Overview of New Design

- The new services will serve families with an immediate need for shelter on the same day as their need is determined by staff to be immediate, and will create appropriate emergency responses to emergency needs.
- Other eligible families that do not need immediate shelter but do need assistance to overcome their essentially homeless situation will be served within 30 days of application by one of several new options. Each family in an emergency crisis will be positively engaged to make a decision to accept one of the opportunities offered to them within 30 days or else be dropped from further consideration for assistance.
- The case management and assessment capacity of the Virginia Williams Family Resource Center will be increased so that each family can be thoroughly assessed, informed and duly processed regarding the choices of assistance.
- The Community Partnership will coordinate more closely the operations of central intake and emergency shelters, limiting stays in emergency shelter to six months at a maximum, and crafting new incentives for families to exit emergency shelter at the earliest possible date to make room for others to be served.
- The Community Partnership will seek consensus that emergency shelter services be used only as a last resort, not a first resort, and work with providers, advocates and community-based agencies to develop protocols that help families to seek and receive mainstream and private assistance before applying for emergency shelter.
- The Partnership will share information about system size (i.e., availability of options), and update this information regularly, so that community partners can collaborate to conserve available resources.

Options for Families in Crisis (increasing emergency services)

•• *Emergency Assistance with 90-day case management follow-up*: Families facing eviction or otherwise needing assistance to remain in their current housing may access up to $1,500 over a 90-day period, payable directly to the creditor(s). District and ESG funds could assist up to 290 families at the maximum level of assistance, more if the average grant is less. Grants would be coordinated with the Local Recipient Organizations (LROs) throughout the city that have been identified by the Emergency Food and Shelter Board. Families would be referred back to the LRO in their part of the District. LROs would receive additional administrative cost of $250 per family served, to facilitate expedited handling and acceptance of families referred by central intake. This option will remain in place throughout the five years.

FY2001 Budget: Homeless Services Managed by the Community Partnership

	FY2001 Units & Budget	
	FY2001 Units	FY2001 Budget
B.1.1 Administrative Oversight		
Sub-Totals	n/a	$879,900
B.1.2 Shelter Hotline/Outreach Services		
a) UPO Shelter Hotline/ Transportation	4,000	
b) Outreach Programs/ Agencies		
Sub-totals/persons served: SSO	1,240	$521,478
c) Special Outreach Program		
Sub-Totals: persons served by SOP	35	$180,000
B.1.3 Emergency 12- and 24-Hour Shelter		
Emergency 12-hour Overnight		
MEN	252	
WOMEN	126	
Sub-Totals: 12-hour units	378	$1,527,303
Congregation-based shelter w/day services		
CBS w/ Day Services for Women	TBD	TBD
FAMILIES		
Sub-Totals: units	10	$220,350
Emergency 24-hour Shelter		
MEN		
Sub-Totals: units	898	$2,050,128
WOMEN		
Sub-Totals: units	350	$1,718,866
YOUTH		
Sub-Totals: units	52	$516,982
B.1.4 Hypothermia Shelter (Nov.1 -- March 31)		
Men	125	
Families	see below	
Sub-Totals: units	125	$375,000
B.1.5 Transitional Rehabilitative Shelter		
MEN		
Sub-Totals: units	273	$1,900,804
WOMEN		
Sub-Totals: units	146	$709,904
FAMILIES		
Sub-Totals: units	43	$428,958
MEN & WOMEN/ SHP transitional		
Sub-Totals: units	367	n/a
FAMILIES/ SHP transitional		
Sub-Totals: units	185	n/a
B.1.6 Emergency Services/ Families		
25 M St. SW Central Intake + DC Village		
Emergency Shelters	168	

Domestic Violence Family Units	32	
Community Care Options	40	
Sub-Totals: units	240	$5,154,237
Sub-totals/households served: SSO	65	
B.1.7 Housing for Chronically Mentally Ill		
Sub-Totals: units	498	$305,232
B.1.8 Permanent Housing		
Shelter Plus Care 94 (Support)		
Sub-Totals: units	76	$462,566
Shelter Plus Care 93		
Sub-Totals: units	217	n/a
Shelter Plus Care 96 & 97		
Sub-Totals: units	30	n/a
SRO & Cooperative Housing		
Sub-Totals: units	223	n/a
B.1.9 Community-Based Intervention and Prevention: Housing & Services		
Sub-totals: units	24	$658,967
Sub-totals/persons served: SSO	490	
Supportive Services		
Sub-totals/persons served: SSO	1,686	n/a

TOTAL BUDGET	$17,610,675
Projected Revenues	
District	$13,400,000
ESG	$806,325
HHS Domestic Violence	$317,000
Carryover	$2,800,000
TOTAL REVENUES	**$17,323,325**
Difference	**-$287,350**