



We Are Columbia

MEETING DATE: August 16, 2016

DEPARTMENT: Budget & Program Management

FROM: Missy Caughman,

SUBJECT: FY 16/17 Homeless Services Contracts

PRESENTER: Mr. Mac Bennett, President & CEO for United Way of the Midlands

FINANCIAL IMPACT:

The FY 16/17 Homeless Services contract renewals are included on City Council's August 16th agenda for approval. There are four (4) contracts for consideration, each covering a different aspect of homeless services. During the August 16th Council Meeting, Mac Bennett, President & CEO of United Way of the Midlands will give an update and overview of the Homeless Coordinator Contract and the Inclement Weather Center.

FY 16/17 Homeless contracts

Provider	Program	FY 15/16 Approved	FY 15/16 Actual (unaudited)	FY 16/17 Request
United Way	Inclement Weather Center	\$365,000	\$320,118	\$ 333,224
United Way	Homeless Coordination	\$140,000	\$72,081	\$128,460
USC School of Medicine	Housing First	\$225,000	\$214,489	\$225,000
Supportive Housing Services				
Midland Housing Alliance	Transitions	\$300,000	\$300,000	\$325,000
		\$1,030,000	\$906,688	\$1,011,684

Midlands Housing Alliance has requested an increase from \$300,000 to \$325,000 to cover additional operating costs and increases. The Agreement on City Council's agenda for approval reflects \$300,000, the same as the previous year, pending approval of the increased amount by City Council.

United Way has two (2) contracts for Homeless Services. The Inclement Weather Center request is \$333,224 and reflects a reduction from prior year based anticipation of 90 days of operations versus 100 days that were anticipated in prior years. In FY 14/15 the IWC was open 83 nights and in FY 15-16 was open 65 nights. The result is a reduction in costs for staff, meal services and transportation. The Homeless Coordinator request is \$128,460 and reflects a decrease based on operating savings. A copy of each proposal and FY 15/16 reports are attached for review.

USC School of Medicine Supporting Housing Service's request for Housing First is \$225,000 and reflects no changes from the current year.

We look forward to discussing these matters with you and to answer any questions you may have.

ATTACHMENTS:

- FY 16/.17 UWM Homeless Coordination Renewal Request (PDF)
- FY 16-17 Homeless Services Contracts (PDF)
- FY 16/17 UWM Inclement Weather Center Renewal Request (DOCX)
- FY 15-16 United Way Final Report - Combined (PDF)
- FY 16-17 Housing First Request (PDF)
- FY 16/17 MHA Transitions Request (PDF)

UWM, serves as lead HUD agency for the Midlands Area Consortium for the Homeless (MACH) which is the HUD designated Homeless Continuum of Care (CoC). As a team, we are committed to ending homelessness in the Midlands. MACH member agencies and other partners provide the direct services, shelter and housing that assist our community's homeless families, individuals, youth and veterans to stability. The complexity of the issue, diversity of the populations and shifting resources and priorities of the community and federal government make coordination key to community success. As lead agency, UWM works with the MACH board and committees to ensure quality services, continuous planning, and coordination for efficiency and cost effectiveness.

In September of 2014, Columbia City Council approved an award to United Way of the Midlands (UWM) to Improve Regional Coordination of Homeless Services in the Midlands. The contract for services was executed in late December 2014. The coordination is supported by federal, private sources, and City funds. This renewal requests supports the FY 2016-17 time period of July 1, 2016 to June 30, 2017.

For the new fiscal year, among UWM's key priorities under the City contract will be to develop plans for new housing and services for unaccompanied youth and long-term homeless populations and continue coordination of meal sharing programs. UWM will also continue to connect homeless providers and the Columbia Police Department to improve system efficiencies.

FY 2016 Homeless Services Budget	City Funds Requested	Federal grants	MACH (cash & in-kind)	UWM (cash & In-kind)	Totals
HMIS costs	\$ -	\$ 13,000.00	\$ 10,000.00		\$ 23,000.00
Staff for systems work	\$ 104,700.00	\$ 202,452.00		\$ 10,000.00	\$ 317,152.00
Travel, printing, and meeting supplies	\$ 5,000.00	\$ 8,000.00	\$ -	\$ 2,000.00	\$ 15,000.00
Program reporting	\$ 13,760.00	\$ 19,221.00	\$ -	\$ 25,000.00	\$ 57,981.00
Training	\$ 5,000.00		\$ -	\$ 5,000.00	\$ 10,000.00
Housing and services provided to clients	\$ -	\$ 2,923,224.00	\$ 6,000,000.00	\$ 1,320,000.00	\$ 10,243,224.00
	\$ 128,460.00	\$ 3,165,897.00	\$ 6,010,000.00	\$ 1,362,000.00	\$10,666,357.00

Proposed tasks under City Scope of Services (Does not include work performed under federal or private resources)	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
	7/1/16-9/30/16	9/30/16-12/31/16	1/1/17-3/31/17	4/1/17-6/30/17
Develop innovative housing and services for people who are experiencing long-term homeless				
Cultivate and engage landlord relationship networks				
Identify funding for affordable and specialized housing				
Work with Solicitor's office and local hospitals to develop housing and outreach plan for high service use clients				
Develop programs for unaccompanied youth				
Improve communication mechanisms on resources available				
Continue youth roundtable of local stakeholders and implement action plan				
Resource development for specialized housing and services				
Coordinate with justice systems				
Coordinate requests for street engagement				
Coordinate street outreach and implement housing placement based on vulnerability				
Implement program to connect Columbia Police to providers such as youth services, meal share, and street outreach.				
Coordinate meal sharing programs				
Continue meal sharing advisory group				
Continue to add providers to meal share convenient agreement				
Update service map and meal sharing locations				
Continue mechanism for meal sharing providers to share information to enhance coordination				
Employment and training promotion				
Disseminate information and referral purposes				
Analyze gaps in programs and systems				
Identify resources to address gaps				
Disseminate information				
Work with City staff to prioritize information for distribution				

	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
	7/1/16-9/30/16	9/30/16-12/31/16	1/1/17-3/31/17	4/1/17-6/30/17
Coordinate 2017 Annual Homeless Count				
Secure county level coordinators and volunteers				
Produce 2017 Count Report				

Reporting and grants management				
Secure contract with City				
First quarter report				
Second quarter report				
Third quarter report				
Establish continuing goals and resource availability for extension				
Fourth quarter report				
Final report per "Deliverables" in RFP instructions				

CONTRACT TO MANAGE INCLEMENT WEATHER CENTER: UWM RENEWAL REQUEST REVISED 4/8/16

Background

In October of 2014, the City of Columbia City awarded United Way of the Midlands (UWM) a contract to manage the Inclement Weather Center (IWC) at 191 Calhoun Street. UWM, City staff, Midlands Housing Alliance (Transitions) and Salvation Army initiated planning for a program to operate November 6, 2014 through the end of March 2015. The team recruited a transportation partner, Community Pastor Care and a security firm, G4S Security Solutions. This renewal request supports the FY 2016-17 IWC operating season of November 1, 2016 through March 31, 2017.

Proposed Scope of Work

Based on a review with contractors and city staff of the past two years of operations, UWM recommends continuing operation of the Inclement Weather Center using operating guidelines developed for the 2014-2015 season.

- **Opening:** The IWC should continue to operate on nights when the National Weather Service forecasts a low temperature of 40 degrees or colder. UWM and Transitions will retain the flexibility to open the center to meet other needs such as nights when the precipitation exacerbates the cold or holidays, etc. The decision will be made at noon and immediately communicated to key service providers (MACH agencies, lunch programs, outreach workers, United Way 211 Call Center (www.sc211.org), City Website (www.columbiasc.net) and local media markets) and advertised to potential guests. UWM will notify the City of the need for an overflow Center facility as soon as reasonably practicable and consistent with procedures developed by the City and UWM.
- **Transportation:** The pick-up site will remain at the Clean of Heart laundry facility in the parking lot behind the building at 1800 Main Street (on Laurel Street across from the Transit Center). Please note – as of July 2016 United Way will have moved from the building at 1800 Main Street with ownership transferred to the City. Transportation to the Center should continue to operate from 5:45 p.m. to 7:15 p.m. The Center will not accept walk-up guests. All guests must be transported from the pick-up site.
- **Staffing:** Transitions staff people (four during the early shift and two overnight) and an additional four volunteers supported by two security guards until midnight and one continuing through until morning provides good management. Additionally, G4S will provide security at the pick-up site from 4:45 to 5:45 on nights the center is open to expedite transport.
- **Laundry and supplies:** UWM will continue to contract with Transitions to provide laundry services for guest's bedding and towels.

- Outreach: The availability of outreach staff to identify and engage clients on nights when the Center is closed during the season and especially to continue to engage clients in between the shelter seasons continues relationships with people who are unsheltered and improves opportunities to bring them into services and housing to address their homelessness.
- Food: The hot dinner meal and a light breakfast on site meet client needs.
- Clean-up: Since the pick-up location is a high traffic site trash pick-up will continue twice a week of the parking lots at 1800 Main Street and the USC Incubator.
- Internet: Previously the internet service was billed separately to the City. In the FY 2016-17 request, these costs are added to the MHA portion of the contract. (\$1,215 per season.)
- Data: Using HMIS for client data management has improved information about people in the region who are unsheltered will help shape strategies for engaging them into services. The swipe card system was an efficient innovation for managing client participation data.
- Reporting: UWM will complete quarterly and annual reports on the number of guests served and Center activities and provide within five (5) business days of the end of the reporting period.

Proposed Inclement Weather Center Budget, 2016-2017*		
	Requested funding for maximum 90 days of operation.	Notes
Midlands Housing Alliance	\$210,836.43	To provide staff and services at IWC and Outreach 12 months/year. See detailed budget attached.
Salvation Army	\$39,787.01	To provide a hot dinner meal and light breakfast at IWC. See detailed budget attached.
Transportation	\$45,000.00	Transportation to and from the IWC including transportation for people with disabilities.
Security	\$37,600.00	For security at the IWC. See attached for rates.
Total	\$333,223.44	The proposed scope and budget address 90 days of operation. The budget has no contingency for additional days.

**REVISED 4/7/16*

ATTACHMENTS

- A. MHA budget for IWC operations
- B. Salvation Army budget for IWC on-site meals
- C. Security for IWC

ATTCHMENT A

Midlands Housing Alliance Budget

REVISED 4/8/16

CATEGORY	BUDGET
Salaries - Center Staff	\$ 121,962.50
Fringe	\$ 20,905.57
Overhead	\$ 56,054.36
Sub-total	\$ 198,922.43
Supplies/Maintenance	\$ 2,599.00
Laundry Service	\$ 8,100.00
Internet Service	\$ 1,215.00
TOTAL	\$ 210,836.43



United Way
of the Midlands

ATTACHMENT B

The Salvation Army Inclement Weather Center Proposed Budget BUDGET LINE ITEM

Proposed Budget 2016-2017

Staff	6,903.59
Paper Products	1,913.91
Food	26,281.39
Transportation	4,688.12
Total	39,787.01

ATTACHMENT C

IWC Security – G4S 2016 Pricing

1, unarmed guard in place when the shelter opens at 5:45 p.m. through 7:15 a.m. = 13.50 hours/night

1, unarmed guard in place when shelter opens at 5:45 p.m. through 11:45 p.m. = 6 hours/night

19.50 hours @\$19.87 for 87 nights = \$33,709

19.50 hours @ \$27.82 for 3 potential holidays =\$1627

Total for 90 days between November 6th and March 31st = \$35,336

Potential additional security between 4:30 p.m. and 5:45 p.m. at pick up site on Laurel Street:

1.25 hours @\$19.87 for 87 nights =\$2160

1.25 hours @ \$27.82 for 3 potential holidays = \$104

Total for additional security at Pick up site=\$2264

Total \$37,600.00

United Way of the Midlands Report

On Homeless Coordination Contract and Inclement Weather Center

July 2015 – June 2016

United Way
of the Midlands



Homeless Coordination Contract & Inclement Weather Center

Final Report 2015-16 Season

Background

In September of 2014, Columbia City Council approved an award to United Way of the Midlands (UWM) to Improve Regional Coordination of Homeless Services in the Midlands. The award was made in partnership with Midlands Area Consortium for the Homeless (MACH), the community's homeless coalition. In addition to the award for coordination, the City asked UWM to assume management of the program to provide emergency winter shelter from November 2014 through March 2015. The contracts to improve regional coordination and operate the winter shelter were renewed for the 2015-16 fiscal year. To follow is a report on activities July 2015 – June 2016.

UWM serves as lead agency for the Midlands Area Consortium for the Homeless (MACH) the 14-county regional coalition and continuum of care for homeless services in the Midlands. UWM and MACH are partnered in improving quality and coordination of care in the Midlands. UWM also partnered with City Center Partnership, the Midlands Housing Trust Fund, and the SC National Alliance for the Mentally Ill-South Carolina to address the scope of work.

Homelessness Data Update: 2016 Point in Time Count

Each year, South Carolina conducts a 'census' of people living in shelters and on the streets called the 'point-in-time count'. The count planning is led by the South Carolina Homeless Coalition in partnership with the four regional homeless coalitions which implement a common methodology for the state. The 2016 count took place from January 27-February 3, 2016. This annual census pulls information about people who are sheltered from the Homeless Management Information System (HMIS), the community's bed reservation and client management system administered by UWM, and collects information from people who are unsheltered through individual surveys collected at service sites (soup kitchens, meal sites, the library, etc.). The Inclement Weather Center participated in the effort. Over 100 volunteers on 16 teams collected data in Richland County. The full statewide 2016 Point in Time Count Report is available at www.schomeless.org. Planning is underway for the January 2017 count. UWM staff is recruiting county-level volunteer coordinators, developing strategies for client engagement, and preparing training materials.

In South Carolina, 5,050 people were identified as experiencing homelessness through the 2016 count. This is a 5.6% decrease from 2015. **In MACH's 14-county area, 1,349 people were identified experiencing homelessness which reflects a 9% decrease from 2015.**

MACH (14-county) 2016 Point in Time data details:

- 339 individuals were unsheltered (16% decline from 2015)
- 174 were children and 75 were "youth-in-transition" (ages 18-24)

- 291 were chronically homeless individuals (22% of adults)
- 224 were Veterans (17% of adults)
- 258 adults (19%) self-reported a serious mental illness
- 274 adults (20%) self-reported a substance use disorder
- 26 adults (<1%) self-reported HIV/AIDS

The point-in-time count is a snapshot of clients found on a single day. A single day census cannot offer a full picture of homelessness because it is most often a temporary circumstance. Thus, the one-day census under reports particular groups. Also, families with children experiencing homelessness often seek housing by doubling up rather than resorting to the streets or other in unsheltered settings. People who are homeless but doubled up are not included in the count. To address this, UWM analyzes multiple data sources, each of which provides information on different populations.

HMIS

This web-based client and bed reservation system collects information on clients served at over 45 different programs and agencies in 14 South Carolina counties. In addition to providing counts of individuals and families experiencing homelessness, HMIS collects demographic and biographical information. It also records information relevant to housing stability such as employment, benefit enrollment, and case management notes. **During calendar year 2015, 3,503 individuals received assistance in emergency or transitional housing in MACH's 14-counties.**

School data

UWM also uses school district data from McKinney-Vento liaisons who assist families struggling with housing and homeless issues. The US Department of Education requires McKinney-Vento programs to identify and serve families in 'doubled-up' housing as homeless. Also, school district data will reflect students identified throughout the school year unlike the count which is a single day. Finally, the school district data will only reflect school age children identified not including family members also present in their living situation (such as parents, guardians, or other siblings not enrolled in a school setting). **In MACH's 14-county area, 3,378 children and youth were identified as experiencing homelessness during the FY 2014-15 school year.**

SC FY 2014-15 School District data:

13,647 children and youth identified as experiencing homelessness during the school year
 9,150 living doubled-up
 1,859 residing in motels
 1,720 residing in shelters
 936 unsheltered

Increasing Housing Options

Funding

Annually, UWM submits a consolidated funding application on behalf of MACH to the U.S. Department of Housing and Urban Development (HUD) to support new and existing housing programs. **The HUD FY 2015 funding was awarded for \$3.05 million dollars and included 15 projects in the 14 counties.** The awards included two new projects supporting Permanent Supportive Housing and four new projects supporting Rapid Rehousing. These new resources reflect an additional 34 units of permanent housing for chronically individuals and four permanent units for families with an additional 36 households that will be helped to rapidly exit homelessness.

UWM also provides competitive funding for Midlands homeless and financial stability programs. For FY 2016-17 (beginning July 2016), UWM awarded \$1.5 million in funding to support local programs including critical services such as street outreach, sheltering, and new programs targeting unaccompanied youth and helping families rapidly regain housing.

Youth in Transition (YIT)

Increasing housing and services for youth is also a focus of our work on behalf of the City. **UWM continues to coordinate the local effort of over 30 partners to improve services and housing for youth we refer to as “in transition.”** Typically the youth and young adults are ages 17-24, lack the support to realize their potential and may be exiting foster care, justice systems, be runaways or otherwise without support of a family or guardian.

The group has focused on three issues:

- Outreach and engagement of youth
- Housing
- Improving the coordination of services.

Youth outreach and engagement

Toward better understanding the needs of this often invisible population, **UWM has conducted focus groups with unaccompanied youth** who are still in school and with young adults who are on their own but struggling to be safe and financially secure. Feedback from focus groups and discussions among YIT providers was provided to the United Way Association of South Carolina to inform their improvement of the 211 website to make it more youth accessible. As a result of the information learned in the focus groups, **UWM contracted with USC to develop a survey to understand priorities of young people and also how they access resources.** The survey has been implemented with one school district and there is a plan to implement the survey with a second district and also offer it to youth being served by partner agencies.

Coordination of youth services

The feedback from focus groups and the surveys help Youth in Transition partners understand youth needs and how to offer resources to them in a way they will access them. Toward improved coordination, one of the YIT partners is developing a **youth-friendly resource guide**. The committee also has supported **planning and development of a drop-in center for youth** to improve youth access to and coordination of services. Top needs identified by providers are housing (including short term emergency housing), transportation, jobs health care and food.

Youth Housing

The Mental Illness Recovery Center, Inc. (MIRCI) is developing a **small housing program for male youth** in the downtown area. The program will provide housing matched with intensive services and providing these young men the social support that other youth take granted while they also develop skills to improve employment, education and long term housing. The committee has endorsed the effort and UWM has provided funding for predevelopment costs for the housing development. The project will go before the City's Board of Zoning Appeals for variance to help start to fill a gap for an emerging population in the community. Providing young people stability support early will help prevent homelessness later in their lives.

In response to the growth in interest and services for these unaccompanied homeless youth, UWM has more than quadrupled its investment in programs serving youth in transition to \$185,000/year. This is in addition to the \$270,000 invested available to families of homeless children identified through school districts.

Zero: 2016 initiative

UWM/MACH proposed a number of strategies for improved coordination of and increased availability of housing resources including rapidly filling available units with eligible people; identifying market or other affordable units that people who are homeless could access and increasing the stock of units. We were one of 75 communities selected to participate in Zero: 2016, a program of technical assistance to improve placement of veterans and people who are chronically homeless. Zero: 2016 supports the goals for improved coordination of housing placement of homeless people in the region.

On July 29th, UWM with Transitions and the VA held the SC Homefront event which brings comprehensive VA housing and service screening on-site to Transitions to increase housing placement for homeless veterans (including same day housing).

On August 18th, Mayor Benjamin and City Council issued a proclamation naming August 2015 as Zero: 2016 month in the City of Columbia.

On November 6th, the VA hosted the SC Operation Stand Down at Transitions. UWM conducted nearly 40 Vulnerability Index Service Prioritization Assessment Tool (VI-SPDAT) surveys at this event. These surveys ask people on the street about their homeless experiences with violence and trauma, their health

conditions, how long and how often they have been homeless, their daily functioning skills and other qualities or experiences that put people at risk of dying on the street. **Results will be used with other data to prioritize too scarce housing resources for people who are homeless.**

Since the start of the Zero: 2016 project in February 2015, the Midlands community has placed into permanent housing: 305 veterans, 114 chronically homeless veterans, and 59 chronically homeless non-veterans, for a total of 478 placements to date.

Coordination of Services

Street outreach coordination

UWM hosts a monthly meeting of outreach workers, Columbia Police Department (CPD), and other key stakeholders to discuss outreach locations and coordination of services. In addition to improving coordination among frontline outreach staff and CPD, the teams address concerns of downtown businesses and neighborhoods. **These coordination meetings have produced schedules of locations and times for outreach among the teams to prevent duplication of outreach coverage and targeted specialized outreach teams (such as veteran services for teams working with people experiencing serious mental illness).** UWM has developed an updated resource brochure mapping sheltering locations and services in the downtown area. UWM staff also engages with local business and neighborhood residents at the request of City staff to address concerns arising from sleeping or debris on private property.

Meal coordination

The goal of the meal share work is to increase collaboration and communication among community groups that share meals with the public, including people who may be homeless. As background, staff reviewed the recommendations of the 2012 City Task Force and secured information like DHEC regulations, Servsafe standards, the City's permit ordinance and good practices in other communities. We reached out to community and faith-based groups providing meals to people in public settings like Finlay Park, private parking lots, and indoor locations like soup kitchens. We also met with people who are homeless to understand the availability of meals and how the services meet their needs. The meal share collaborative has 36 members which have been very cooperative, and diligent in coming to resolutions for the good of the Community.

United Way developed a Community Meal Share Calendar which has been incorporated into the United Way website (www.uway.org). The calendar has been a useful tool for the community. It annotates times, dates, organization, and any additional resources provided by each. Providers have been able to better coordinate meal times and share resources such as items they may offer like backpacks and clothes. **The Stakeholders developed a voluntary Meal Share Agreement covering agreed upon rules and regulations for organizations sharing meals. UWM also created a meal share newsletter and Facebook page to increase communication of events and services offered to encourage collaboration.**

Finally, in August 2016, Washington Street UMC will change their lunch time to synchronize with the noontime meals of Transitions and Christ Central on North Main. UWM thanks these dedicated meal share partners for their efforts to reduce duplication of meal services.

Coordinated Entry System

Since 2012, UWM has managed MACH's Homeless Management Information System (HMIS). HMIS is the community's common database that supports bed reservations, client case management documentation, and inter-agency referrals. Service providers use HMIS to communicate encrypted client information. During the last year UWM has worked to grow the statewide Coordinated Entry System (CES) – which is based in HMIS. All four of the state's HMIS are integrated and then further integrated into 2-1-1, the statewide information and referral line, to create a single portal for referral and assistance to homeless services. UWM led this statewide system integration in 2014. **South Carolina was the first in the country with a single integrated 2-1-1/HMIS system.**

CES also uses a screening tool (VI SPDAT) that assesses the vulnerability of people who are homeless to prioritize them for placement into housing. In fall 2015, UWM began building a 'by-name' listing of people in need of housing prioritized by vulnerability. **As permanent housing units come open MACH agencies use the new prioritization listing with assistance from UWM staff to identify clients with the greatest need for placement into housing from the streets.**

Employment and Training Coordination

The goal for the employment and training portion of the contract is to inventory services, analyze gaps, and make recommendations to system and service level improvements. To date, **employment placement and training programs have been inventoried and is available the United Way website (www.uway.org).** **UWM has begun a quarterly coordination meeting of employment and training providers** including agencies such as Vocational Rehabilitation, Able SC, Job Corps, Project Hope, Midlands Technical College, and the Workforce Investment Act Program. A resource fair is being planned for fall 2016 for homeless participants and actively hiring employers and training programs.

Distribution of information

Also within the scope of the regional contract was distribution of information to community partners and people experiencing homelessness. During the last year, UWM has distributed several education pieces including the community meal share calendar, updated brochure with map of housing and homeless services in the downtown area, employment and training catalog of services, and 2-1-1 cards to connect with resources.

Coordination with Law Enforcement and Justice Systems

Homeless Court

Through the leadership of Judge Dana Turner and Solicitor Dan Johnson the Homeless Court had a successful inaugural year and celebrates its first anniversary. The court – which is held at Transitions – addresses non-violent offenses and connects to stabilizing services and housing. UWM continues to support planning. **After its first successful year in 2015 it's becoming a model for other communities with Charleston now creating their own homeless court.**

Crisis Intervention Training

UWM coordinated with the National Alliance for the Mentally Ill-South Carolina and the Columbia Police Department to enroll the first nine officers in Crisis Intervention Training (CIT) in May 2015 and an additional 13 in November 2015. CIT is a national-level best practice model to train first responders in de-escalation techniques, especially among homeless populations and people living with serious mental illness. This specialized training for City Police staff is funded by the City Regional Homeless contract with UWM.

Inclement Weather Center

Shelter operations

In October 2014, UWM was awarded a separate contract to operate the seasonal Inclement Weather Shelter. For 2015, The IWC opened for its first night the first week of November with our partners Transitions and Salvation Army. On the days when the shelter is not open staff conducts street outreach to engage people into care.

The Inclement Weather Center (IWC) is contracted to open between November 1st and March 31st when the temperature is expected to be 40 degrees and below according to the National Weather Service. The Center has the flexibility of opening when temperatures are close to 40 degrees with precipitation and on holidays. The IWC serves adult women and men providing a nightly bed stay and food, outreach to link clients to community resources, hygiene products and shower. Clients arrive at the IWC via transportation coordinated under the contract – walk-ups are not allowed due to the dangerous nature of crossing Huger Street to access the shelter. **For 2015-16, the IWC opened for the first evening on November 13th. For the season, the Center was open 65 nights (compared to 83 in 2014-15) due to warmer temperatures, serving 739 unduplicated clients with 8,562 nights of shelter equaling to 17,124 meals. Participation ranged from a low of 46 clients on December 31st to a high of 193 on January 23rd.** Of the 739 clients served, 31 were self-identified as veterans and 154 identified as chronically homeless (HUD definition). Of the 739, 213 (36%) only came to the IWC for 1-2 nights. Heavy use showed 105 (14%) stayed for 22 nights or more (one third of the total nights open). UWM and partners are reviewing these clients in HMIS to determine patterns related to length of stays, tracking housing placement, and homeless recidivism over time.

UWM had a pre-opening in October when we worked with the City, Transitions, Salvation Army and the COMET to open during the historic floods. Anticipating the heavy rain, IWC partners were concerned about the safety of people on the streets. UWM opened the IWC Friday (October 3rd) evening when the rains were just starting and served 50 that first night. Saturday night the IWC served 86. When the rains became heavy Sunday morning the homeless clients were moved to Transitions and UWM worked with City staff to accommodate flood evacuees at the IWC. We were proud to help the City open the Midland's first shelter for flood evacuees. Since we were concerned with the location of the shelter close to nearby rivers those flood evacuees were moved to other shelters we established with the Columbia Metro Baptist Church and Richland School District One. For the remaining days that week when the weather conditions were still dangerous Transitions accommodated people within their day center for shelter – housing up to 340 at one point. We are proud to work with such great partners to open the IWC during this historic time for our community.

Client Engagement and Street Outreach

Engagement involves both “in reach” at Transitions Day Center and outreach to people on the street. Transitions Day Center offers respite from the weather, meals, laundry and shower facilities but staff encourages day guests to take advantage of the services offered by the 40+ partners who provide health care, mental health care, substance abuse treatment, employment and benefits access on site. During the 2015-16 IWC season, 226 IWC clients entered services at Transitions including 174 in emergency beds, 48 in program beds, and 4 in transitional beds. Twelve IWC clients successfully moved to permanent housing and 95 others were helped by other MACH agencies.

Transitions IWC staff conducts street outreach to those who are unsheltered in the community by visiting known, reported or likely locations where people who are homeless congregate. During the year, staff had 57 outings with 569 clients engaged.

Budget wrap-up

Regional Coordination Contract

FY 2015-16 Contract:	\$140,000
Expenditures:	\$72,081
Balance:	\$67,919*

Inclement Weather Center

FY 2015-16 Contract:	\$365,000
Expenditures:	\$320,118
Balance:	\$44,882

**UWM had a staff vacancy for the Affordable Housing Coordinator and held the position open pending contract renewal for FY 2016-17.*

Closing

UWM has applied for renewal of both contracts for FY 2016-17. Over the past year, the community has made great strides in addressing homelessness. UWM and its community partners will continue to advance improvements in systems of care and identification of resources to provide the housing needed to end homelessness in the Midlands. We thank the City for its partnership to address this critical issue in the Midlands.



UNIVERSITY OF
SOUTH CAROLINA

School of Medicine

**DEPARTMENT OF INTERNAL MEDICINE
SUPPORTIVE HOUSING SERVICES**

May 16, 2016

Ms. Teresa Wilson, City Manager
City of Columbia
1737 Main Street
Columbia, SC 29201

Re: Request for 2016-2017 Funding, Housing First Program

Dear Ms. Wilson,

USC School of Medicine's Supportive Housing Services requests continued funding for the Housing First program for the City of Columbia fiscal year 2016-2017. We are requesting \$225,000 to continue the current program and services. This is the same amount we received in 2013-2014, 2014-2015, and 2015-2016.

Since beginning as a pilot program in 2008, USC's Housing First has demonstrated great success in reducing chronic homelessness. During this eight year period Housing First has provided independent housing for 94 individuals, for an average length of stay of 590 days. Of these 94 placements, only 10 people have returned to homelessness. Additionally, our Outreach Services have successfully placed 105 individuals into housing programs or independent housing in the area. We have therefore housed a total number of 199 people through both Housing First services.

The program has also been measurably cost effective for both the City of Columbia and for the larger community. We estimate that, for the current fiscal year, we have provided supportive services at a cost of \$14.34 per client, per day.

The Housing First model, which is widely known as a best-practice for addressing homelessness, is listed as a HUD priority nationwide. Here in Columbia our partnership with the Columbia Housing Authority leverages roughly \$500,000 annually, which is returned to the local economy by renting units from private landlords in all districts of the city. These HUD dollars are contingent upon the provision of supportive services, such as Housing First services, which have historically been funded through the City of Columbia.

Specifically, Nancy Stoudenmire with the Columbia Housing Authority reports:

We've leveraged 5 grants from HUD funding sources because of your program's supportive services (figures from 2014-2015 project year):

HF Phase I \$70,500 (8 one bedroom units)

HF Phase II \$70,500 (6 one bedroom units- also includes 25% of staff costs at CHA for program administration)

HF Phase III \$112,870 (8 one bedroom units and 4 family units; 2 – 2BR and 2- 3BR)

HF Phase IV \$86,000 (15 units)

HOPWA - \$160,000 for the construction of 5 houses.

In summary, USC's Housing First program is vital to the City's commitment to address homelessness, and we hope to continue this program with your support in 2016-2017. Please advise us regarding the procedure we should follow to secure this continuation so that we might prepare for the year beginning July 1, 2016.

Thank you for your attention to this important matter. We will be happy to provide any additional information you might need. Kristen Connors can be reached at 803-343-3437, kristen.connors@uscmed.sc.edu.

Sincerely,



Sharon Weissman, MD
Professor of Clinical Internal Medicine
Principal Investigator, Housing First Program
USC School of Medicine



Kristen Connors, MSW
Director, Supportive Housing Services
USC School of Medicine

Cc: Deborah Livingston, City of Columbia

Nancy Raley, Department of Internal Medicine, USC School of Medicine

Nancy Stoudenmire, Columbia Housing Authority

USC, School of Medicine, Supportive Housing Services Housing First Client Service Report

Totals from 7/01/2015 – 6/30/2016 (All numbers are unduplicated, persons served)	
Total clients housed (does not include 9 children and from family units)	54
New clients housed in FY 2015-2016	13
Clients discharged in FY 2015-2016	13

Cumulative Totals 7/01/2008 – Present	
Clients housed in a Housing First unit	107
Average length of stay (discharged clients only)	631.20 = 21.04 months
Discharge Placements	
Of the 107 cumulative placements, number of clients who were:	
Moved to other permanent housing	40
Moved to transitional housing	4
Deceased in housing	5
Returned to homelessness	12
Incarcerated for more than 30 days	2
Discharge status unknown	1
Total Housing Placements	
Housing placements to other programs via Housing First Outreach	120
Housing placements via Housing First Services	227

89% of Housing First clients have not returned to homelessness

USC, School of Medicine, Supportive Housing Services

Housing First Client Service Report

Goal #1: Bring Humanity to the Response to Poverty

The Housing First team works to provide intensive case management to clients who are historically difficult to engage. The services that we provide are crucial so that clients avoid returning to homelessness. Housing First staff provides and facilitates case management, outreach, medical adherence, mental health and substance abuse support services. Comprehensive, outcome-focused case management allows for linkage to resources including but not limited to primary medical care, Social Security benefits, health insurance, vocational rehabilitation, SNAP benefits, dental care, vision care, and prescription assistance.

Goal #2: Coordinate the response to poverty with other agencies

The Housing First model, which is widely known as a best-practice for addressing homelessness, is listed as a HUD priority nationwide. In Columbia, the University Of South Carolina School Of Medicine's partnership with the Columbia Housing Authority leverages roughly \$1 million, which is returned to the local economy by renting units from private landlords in all districts of the city. Additionally, the Columbia Housing Authority has leveraged 3 HUD grants totaling \$582,816 because of our provision of supportive services.

Goal #3: Leverage the power of the community in responding to poverty

We provide housing units in partnership with the Columbia Housing Authority for chronically homeless and disabled individuals and families, including persons living with HIV/AIDS. Upon each move-in, our team collaborates with Columbia Metro Baptist who provides a "starter kit" of groceries. Regular partners include but are not limited to Columbia Housing Authority, Eau Claire Health Cooperative, Hawthorne's Pharmacy, Columbia Area Mental Health, The Cooperative Ministry, Catholic Charities, United Way of the Midlands, Able SC, and Palmetto AIDS Life Support Services (PALSS). Area churches and hospitals, as well as individual donors, often accommodate any exceptional needs that our clients present.

Goal #4: Meet Unique Needs of Individuals

Housing First is the only program in the Midlands that houses people who have exhausted all other housing options, such as homeless individuals with severe and persistent mental illness and/or severe chronic health conditions. These individuals often have no medical care, zero or limited income, limited social functioning and support, and a lack of access to basic benefits and living necessities. These clients are often not eligible to reside in local shelters and have been

USC, School of Medicine, Supportive Housing Services Housing First Client Service Report

denied housing services elsewhere. Without Housing First intervention they would most likely remain on the streets of Columbia. Our program utilizes a team approach to provide client centered support services.

Goal #5: Institutionalize accountability for providers

In Housing First, we work to improve the quality of life for the clients that we serve. Clients without income are applied for disability benefits and/or linked to education & employment resources; therefore eventually obtaining income and health coverage. Since 2008 we have housed 107 clients in a Housing First unit for an average length of stay equaling 631 days. Clients participate in the development and follow-through of their Action Plans that illustrate treatment goals. Each Action Plan includes obtaining or maintaining stable income. Additionally, clients are transitioned out of the program once they have acquired income and located permanent housing outside of the Housing First program. This allows for new clients to enter the program from the streets & shelters of Columbia.

USC Housing First has discharged 64 clients since 2008 and 40 people (63%) have successfully integrated into stable, permanent housing. In addition to the 99 individuals and 8 families that have been housed through our program since its inception, 120 obtained alternative permanent or transitional housing through our street Outreach Worker who assisted homeless individuals locating a stable housing environment.

Goal #6: Address downtown impacts

Housing First strives for our clients to successfully integrate into the community, and also assists formerly homeless individuals become less dependent on the downtown service system. Housing First employs “scattered site housing” by renting units throughout all districts of the city. We teach our clients life skills and link people to available resources to promote self-sufficiency. Housing First targets the population who has no alternative housing options and creates a stable permanent housing environment.

Board of Directors

Mickey Layden, Chair
President/Owner, LCK

David Pankau, Vice -Chair
CEO/President,
Blue Cross Blue Shield of SC

Hank Sidhu, Secretary
Department Manager,
Michelin-US

Charl Butler, Treasurer
Chief Financial Officer, AgFirst

James Lehman, Past Chair
Partner, Nelson Mullins Riley &
Scarborough LLP

Mary Anderson
Pastor, Incarnation Lutheran Church

Julie Ann Avin
Executive Director, MIRCI

Greg Gattman
Acute Care Executive, Palmetto Health

Mac Bennett
President and CEO,
United Way of the Midlands

Beverly Seier
Shareholder, Elliott Davis Decosimo

Lee Bussell
Chairman and CEO,
Chernoff Newman

Kathy Chesrown
Director of Discharge Planning,
Lexington Medical Center

Chuck Garnett
CEO/President, NBSC Bank

Matthew Kennell
President and CEO,
City Center Partnership

Robert (Bob) Mason
Senior Vice President, Bank of America

Samuel Tenenbaum
President,
Palmetto Health Foundation

Chuck Archie,
Representative, Elmwood Park
Neighborhood Association

Terry Davis
Representative, Downtown
Neighborhood Association

Tameika Isaac Devine
Representative, Columbia City Council

Tonny Kennedy Kohn
Representative, Lexington County

Greg Pearce
Representative, Richland County
Council

Richard Rowe
Representative,
Downtown Coalition of Neighborhoods

Bob Wynn,
Representative,
Arsenal Hill Neighborhood Association

Yvonne Miller
Community Leader



January 27, 2014

Ms. Teresa Wilson
Columbia City Manager
1737 Main Street
Columbia, SC 29201

Dear Ms. Wilson,

As the budget submission process approaches, we want to ensure *Transitions*, the homeless center for all of the Midlands, is considered in your budget for FY15/16. Last year you supported us at 325K with the expectation that 25K would be for some capital security expenditures. We were able to use that money to help our facility with better security—thank you. We continue to need the other 300K and ask for that amount in the coming year. You can designate \$250,000 for security as in the past year and allow us 50K for general operating funds. Our water and sewer bill increased dramatically this past year, so that City cost alone has increased our costs. We have also initiated the operation of the Inclement Weather Center for the City, helping our partnership with the City. To better capture security costs, inflation, and overall increased costs, we are asking for \$300,000 in FY 15/16 to keep the City at an appropriate level of support for the homeless at Transitions.

We at *Transitions* are grateful for your previous support over the last three years. Because we do not want to cut needed services to our homeless clients, we require your support. Since opening in June 2011, 823 clients have secured permanent housing after graduating, and 1,822 others have moved into positive living situations off-the-streets.

During colder months, we offer consistent protection from the elements in our Day Center and with our beds. We are committed to empowering homeless individuals to transition from the streets to self-reliance. *Transitions* operates at full capacity, offering 255 beds that shelter many homeless adults. Our different bed programs (Emergency, Convalescent, Pre-Program, Program Entry, and Transitional) all enable our clients to work their way off the streets in a logical progression and change their lives for the better. Our case managers are experts in meeting individual client's needs---no two clients are ever alike. *Transitions* is also a natural partnership with the City Inclement Weather Center, providing a location for the day and referrals to higher level beds and services.

Into our fourth year, we continue to transform people from homelessness to productive citizens. We also support a free health care clinic and convalescent beds. With hospital Emergency Room visits and a night in the hospital averaging a charge as high as \$5,000, we save area hospitals extensively on health care dollars. We need continued government support to operate our 24/7 facility with a 2.1 million dollar annual budget. Please consider monetary support for *Transitions*. We need your help. An investment in *Transitions* is an investment in our community. Please contact me by email at ccurrey@transitionssc.org or call me at (803)724-1080 if I can assist you in anyway.

Sincerely,

Craig J. Currey