

# CITY OF WACO

## DRAFT Strategic Plan to Prevent and End Homelessness

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CITY COUNCIL WORK SESSION  
MARCH 1, 2022 | 3:00 PM  
COMMUNITY SERVICES DEPARTMENT



CITY OF WACO

# AGENDA

## DRAFT Strategic Plan to Prevent and End Homelessness

- PURPOSE OF PLAN
- WHAT IS HOMELESSNESS?
- OVERVIEW OF HOMELESSNESS IN WACO
  - Homeless Data
    - Years Past Data History
    - 3 Year Point In Time Count
    - 3 Year System Performance
- IDENTIFIED GAPS
- STRATEGIC GOALS TO ADDRESS GAP
- STRATEGIC PLANNING TO END HOMELESSNESS
- SERVICE PROVIDERS
- FUNDING
- NEXT STEPS
- QUESTIONS

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# PURPOSE OF PLAN

## DRAFT Strategic Plan to Prevent and End Homelessness

- Understand the needs of individuals and families experiencing homelessness in Waco.
- Identify, develop and improve homeless services and partnerships.
- Work collaboratively with services providers to maximize resources.
- Assess the homeless system's current efforts to address homelessness and provide recommendations to ensure resources are distributed to ensure impact within the community.



# WHAT IS HOMELESSNESS?

## DRAFT Strategic Plan to Prevent and End Homelessness

**HOMELESSNESS** is an individual or family who lacks a fixed, regular, and adequate nighttime residence, which includes a primary nighttime residence of:

- Place not designed for or ordinarily used as a regular sleeping accommodation (including car, park, abandoned building, bus/train station, airport, or camping ground),
- Publicly or privately operated shelter or transitional housing, including a hotel or motel paid for by government or charitable organizations,
- Individual or family is being evicted within 14 days from their primary nighttime residence, or
- Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, human trafficking or other dangerous or life-threatening conditions that relate to violence; has no other residence; and lacks the resources or support networks to obtain other permanent housing.



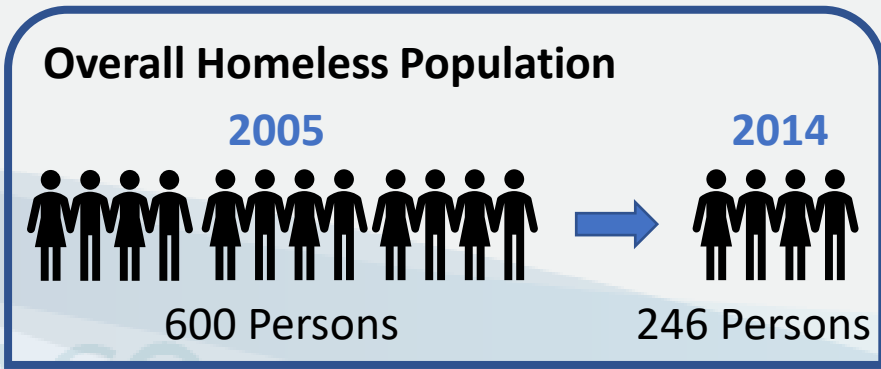
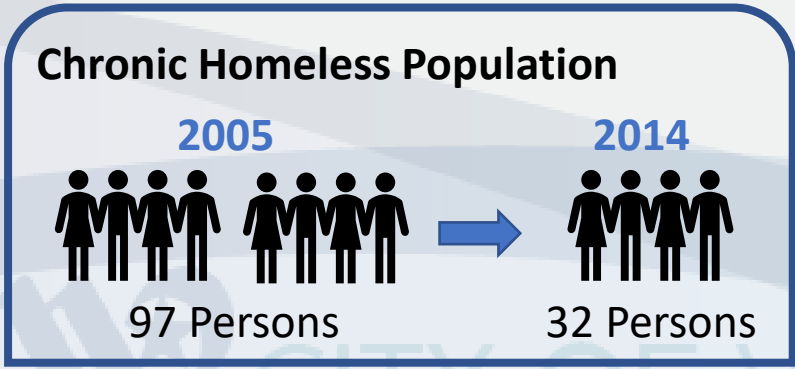
# HOMELESS IN YEARS PAST

## DRAFT Strategic Plan to Prevent and End Homelessness

- Resolution passed by Waco City Council authorizing City Manager to endorse a 10-Year planning process to end chronic homelessness. (May 2004)
- City Council approved the creation of a homeless steering committee. (January 2005)
- Keys to success established
- Steering Committee dissolved on August 5, 2014.

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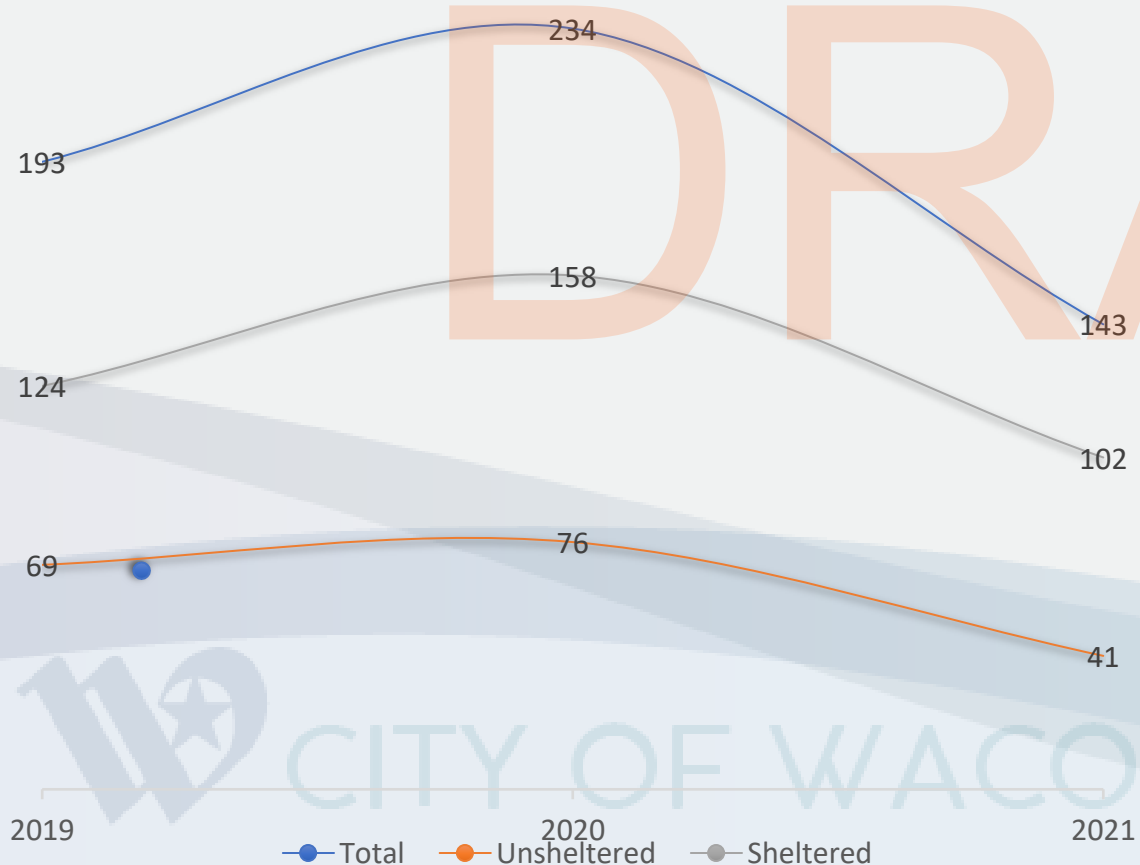
### 2005-2014 Accomplishments



# HOMELESSNESS IN WACO TODAY

## DRAFT Strategic Plan to Prevent and End Homelessness

2019 – 2021 Point-In-Time Count Totals  
(A course of two days in January)

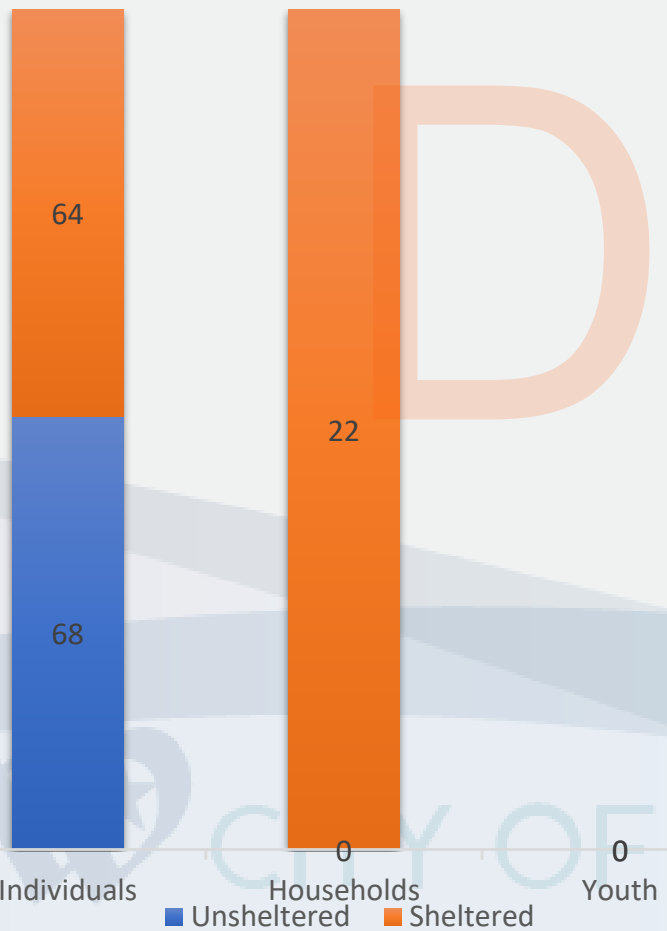


- 143 persons experiencing homelessness in Waco in 2021.
- 186 unsheltered persons over the past three years.
- 384 sheltered persons over the past three years.
- 41% decrease in unsheltered persons from 2019-2021.
- 18% decrease in sheltered from 2019-2021.

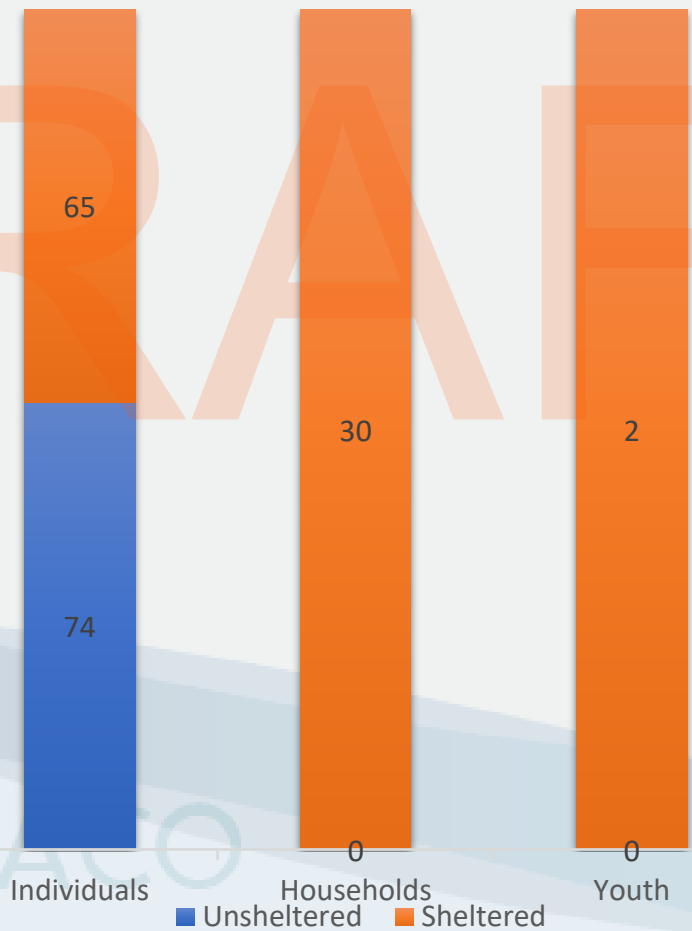
# HOMELESSNESS IN WACO

## DRAFT Strategic Plan to Prevent and End Homelessness

2019 Unsheltered and Sheltered Population



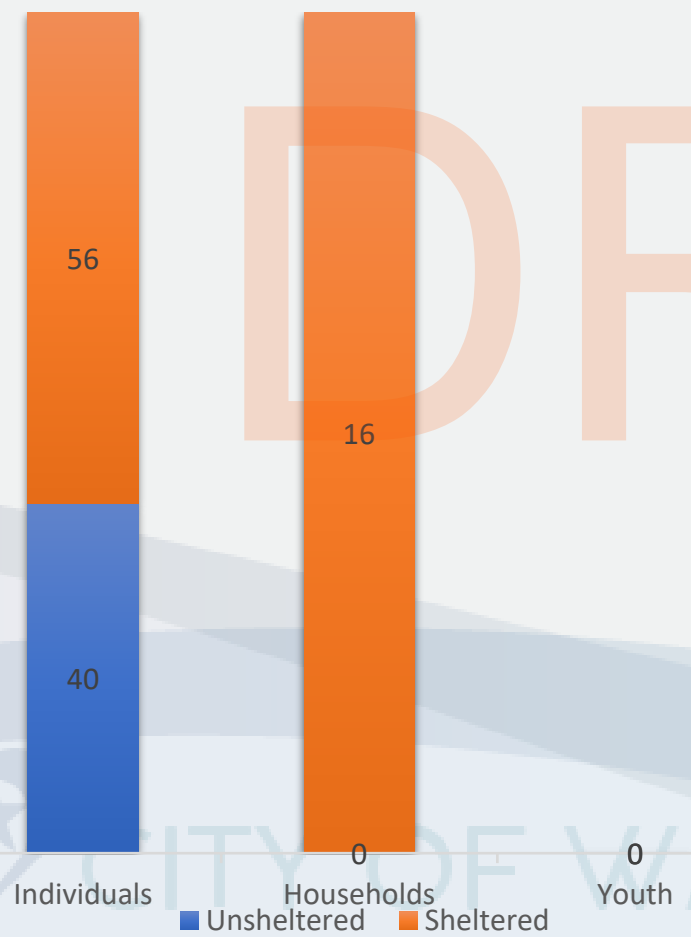
2020 Unsheltered and Sheltered Population



# HOMELESSNESS IN WACO

## DRAFT Strategic Plan to Prevent and End Homelessness

2021 Unsheltered and Sheltered Population



*2019-2021 Unsheltered Population*  
204 persons sleeping on the street, benches, parks and vehicles.

- 22 (11%) were chronically homeless
- 184 (89%) were individuals

*2019-2021 Sheltered Population*  
256 persons staying at shelters.


- 185 (72%) were individuals
- 68 (27%) were households
- 2 (1%) were youth
- 7 (3%) chronically homeless




# DEFINING HOMELESSNESS

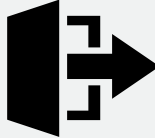
## DRAFT Strategic Plan to Prevent and End Homelessness

### 2017-2018 SYSTEM PERFORMANCE MEASURES OVERVIEW

 831  
HOUSEHOLDS

 939  
PEOPLE

55   
DAYS HOMELESS  
Average cumulative days  
homeless


8%   
EXITS  
Exits to permanent  
destinations

5%   
RETURNS  
Returns after exits to  
permanent destinations


# DEFINING HOMELESSNESS

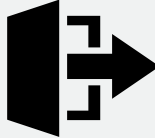
## DRAFT Strategic Plan to Prevent and End Homelessness

### 2018-2019 SYSTEM PERFORMANCE MEASURES OVERVIEW

  
1,025  
HOUSEHOLDS

  
1,135  
PEOPLE

75   
DAYS HOMELESS  
Average cumulative days  
homeless


9%   
EXITS  
Exits to permanent  
destinations

20%   
RETURNS  
Returns after exits to  
permanent destinations

# DEFINING HOMELESSNESS

## DRAFT Strategic Plan to Prevent and End Homelessness

### 2019-2020 SYSTEM PERFORMANCE MEASURES OVERVIEW

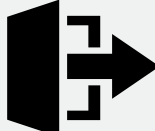
 872  
HOUSEHOLDS

 983  
PEOPLE

126 


DAYS HOMELESS

Average cumulative days  
homeless

12% 

EXITS

Exits to permanent  
destinations

4% 

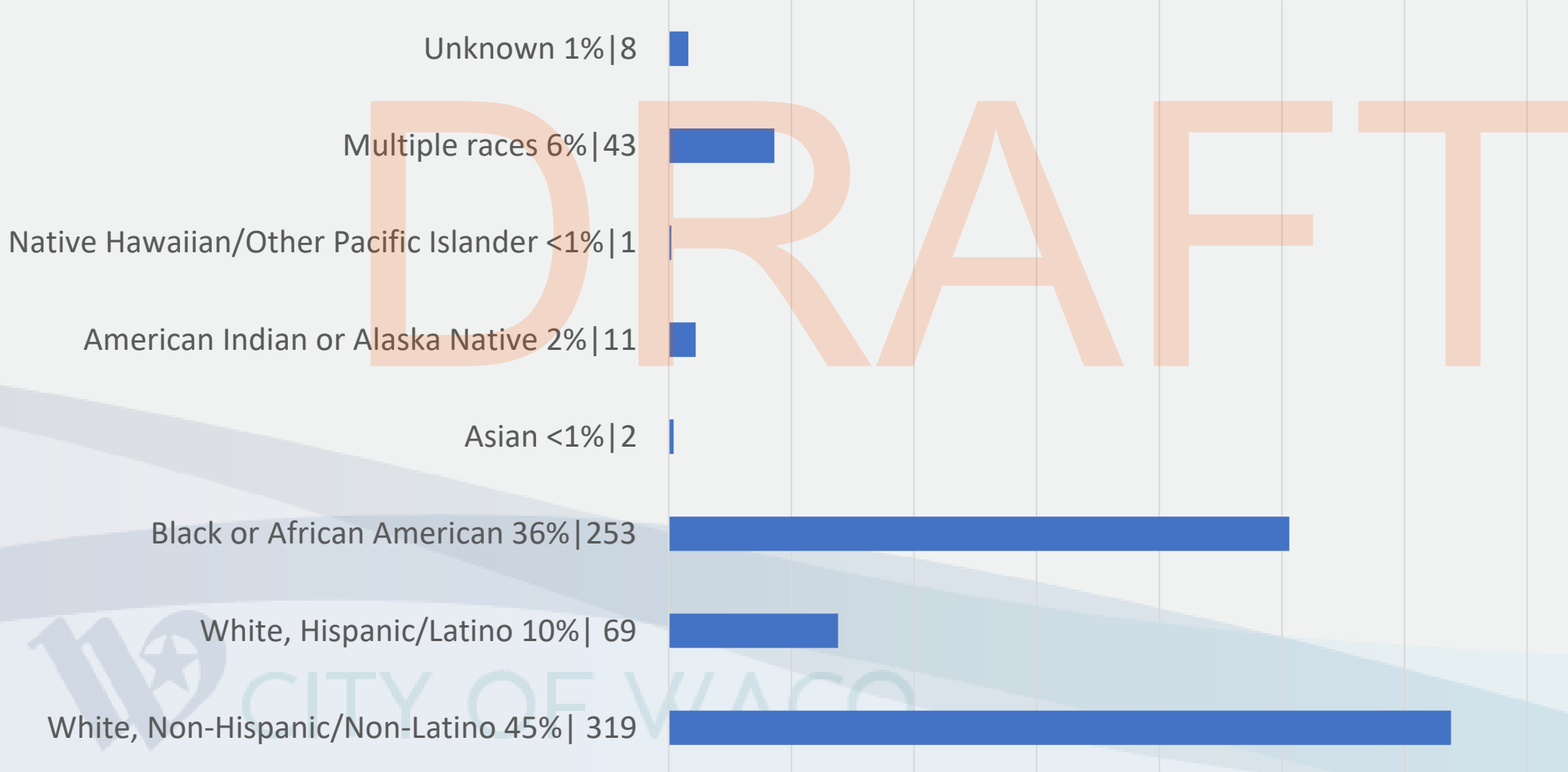
RETURNS

Returns after exits to  
permanent destinations

# DEFINING HOMELESSNESS

## Race and Ethnicity of HoH and Adults

### 2017-2018 SYSTEM ANNUAL PERFORMANCE OVERVIEW



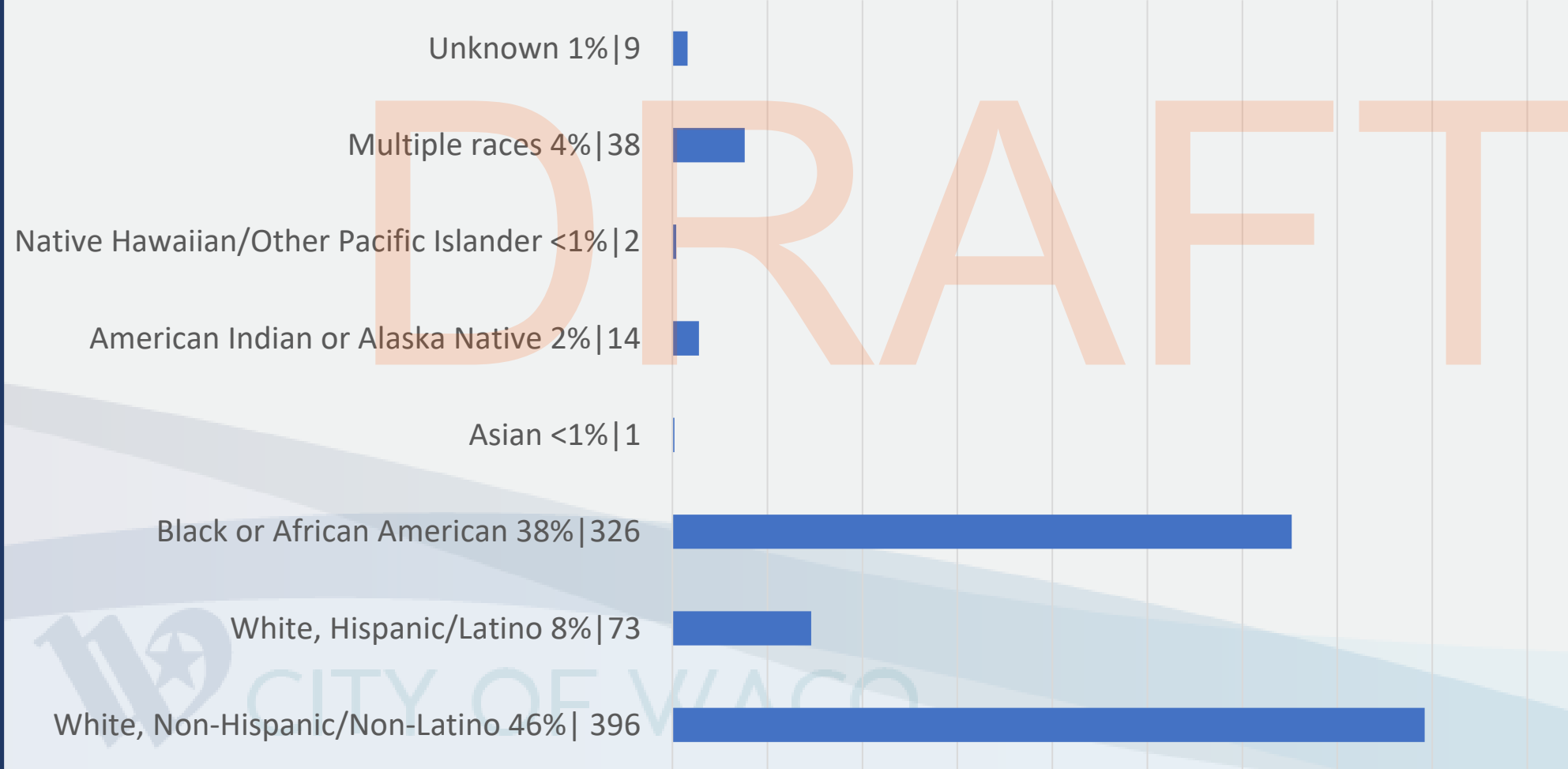
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# DEFINING HOMELESSNESS

## Race and Ethnicity of HoH and Adults

### 2018-2019 SYSTEM ANNUAL PERFORMANCE OVERVIEW

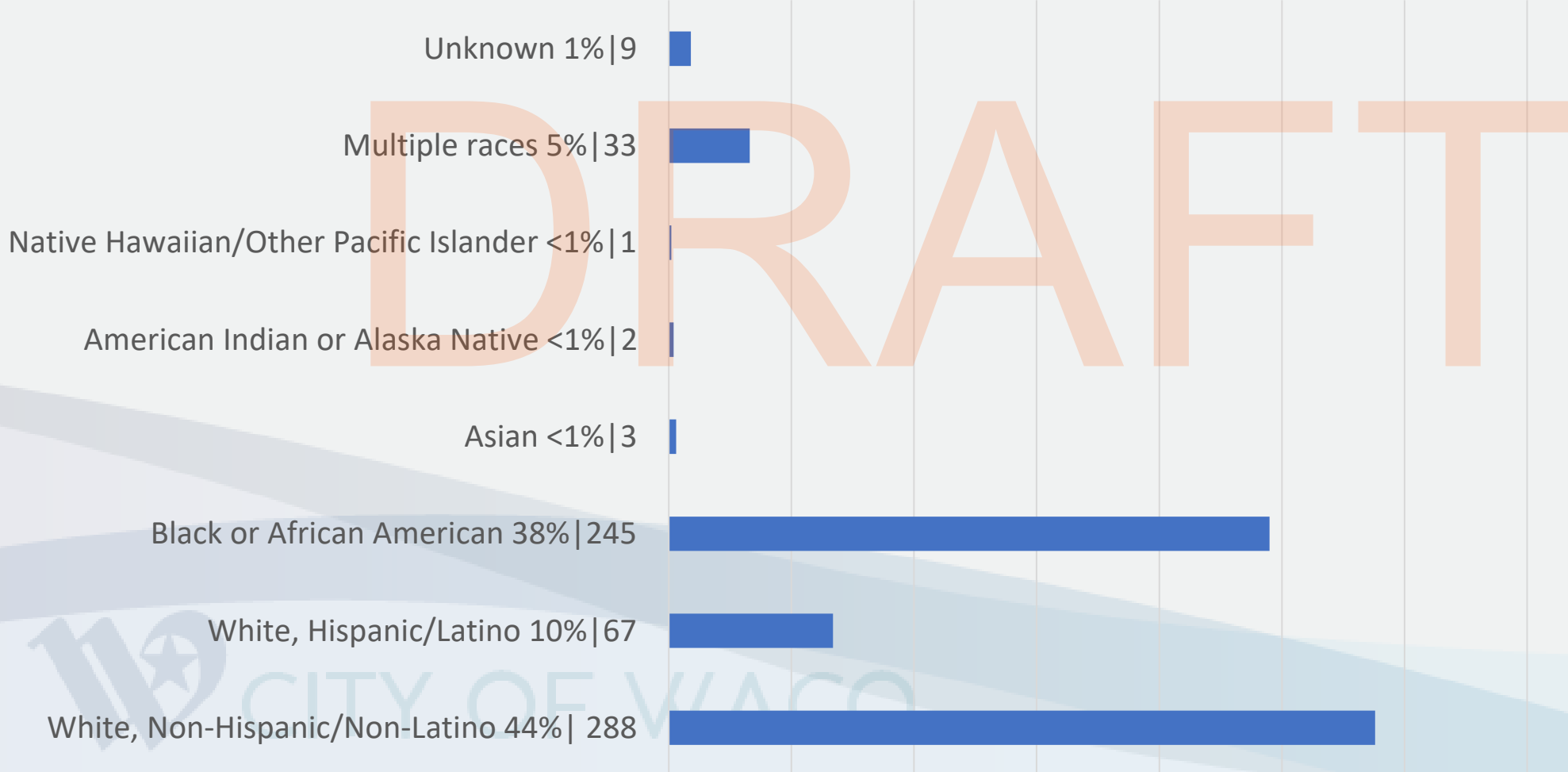
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# DEFINING HOMELESSNESS

## Race and Ethnicity of HoH and Adults

### 2019-2020 SYSTEM ANNUAL PERFORMANCE OVERVIEW



# IDENTIFIED GAPS

## DRAFT Strategic Plan to Prevent and End Homelessness

- Permanent Supportive Housing for clients not affiliated with specific organizations.
- Housing Focused Street Outreach Teams.
- Emergency Shelter for Family Homelessness.
- Long Term Rapid Rehousing Programs.
- Homeless Management Information System Staff Shortage.
- Need for Stronger Collaborations.



# STRATEGIC GOALS TO ADDRESS GAP

## DRAFT Strategic Plan to Prevent and End Homelessness

- Realigning core Continuum of Care functions.
- Develop a Homeless Response System
- Redevelopment Data System
- End Homelessness

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# STRATEGIES TO END HOMELESSNESS

## Realigning the Continuum of Care

### Realigning Core Continuum of Care Functions:

- Realign core function within the City's structures
- Assess the need for additional Staff for the CoC and HMIS via internships

#### CoC Staff Needed:

- CoC System Administrator (existing)
- CoC Monitor/Trainer (Intern)

#### HMIS Staff Needed:

- HMIS Administrator (existing staff)
- Data Analyst/Trainer (Intern)

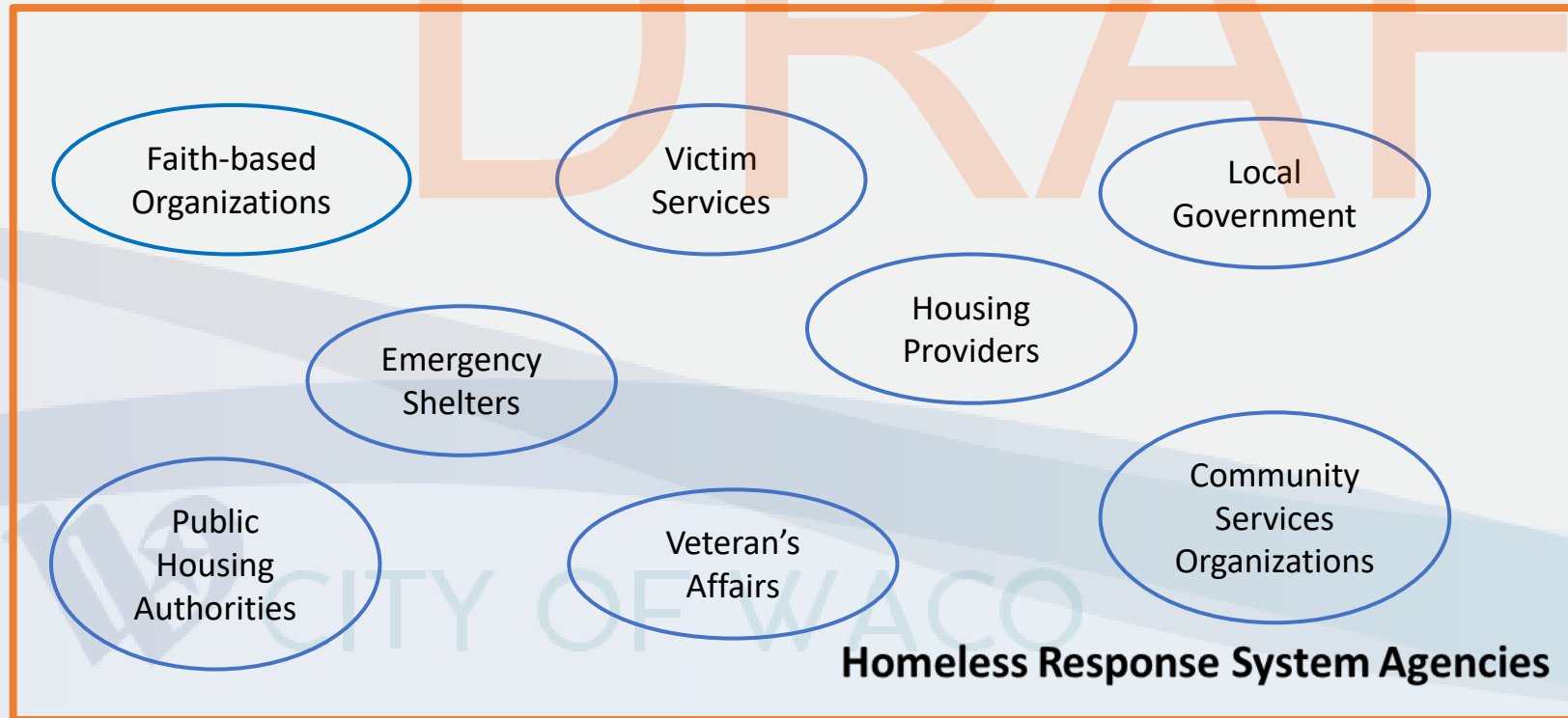


# STRATEGIES TO END HOMELESSNESS

## Develop A Homeless Response System

**A Homeless Response System** coordinates all agencies and supportive services that serve the homeless to ensure homelessness is rare, brief and nonrecurring.

Agencies within the Homeless Response System are Housing First focused and funded by a variety of funding sources.



# STRATEGIES TO END HOMELESSNESS

## Diversion and Prevention Program

### Strategies to Prevent Homelessness Include:

- Increasing Flexible Assistance to Securing Housing (FLASH) funding to support individuals and families when there are no other resources available
- Developing education and training programs to assist with increasing outcomes
- Partnership between emergency shelters and rapid rehousing projects to decrease the length of stay in homelessness

### Outcomes Include:

- A decrease in the number of households entering homelessness
- The length of time a household is spent homeless
- Jobs and income growth
- A decrease in the number of households who become homeless for the first time



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# STRATEGIES TO END HOMELESSNESS

## Homeless Street Outreach Teams

### Strategies to Improve and Develop Street Outreach Teams Include:

- Identify and coordinate with all street outreach teams within the homeless response system to ensure daily case management
- Increase the number of street outreach teams that are housing-focused
- Partner with emergency shelters to safely relocate households from places not meant for habitation to emergency shelters or housing
- Develop a housing-focused program that focuses on identifying permanent housing solutions for unsheltered households

### Outcomes Include:

- A decrease in the number of unsheltered households in encampments
- Housing for those who are hard to reach or less likely to engage in services



# STRATEGIES TO END HOMELESSNESS

## Emergency Shelter and Transitional Housing

### Strategies to Increase Emergency Shelter and Transitional Housing (TH) are:

- Increase funding for development and operations of an emergency shelter for families
- Develop transitional housing for families experiencing homelessness who need more than 30 days of shelter
- Develop transitional housing programs that will assist clients with returning to the path of self-sufficiency quickly
- Develop TH-RRH (Transitional Housing to Rapid Rehousing) programs for families and individuals who do not need the full 24 months of transitional housing

### Outcomes Include:

- A decrease in the number of children and families unsheltered
- A decrease in the length of time a family is/remains homeless
- A decrease in the number of returns to homelessness after being housed
- An increase in successful housing placements.

# STRATEGIES TO END HOMELESSNESS

## Rapid Rehousing

### Strategies to Increase Rapid Rehousing Projects in the Homeless Response

#### System Include:

- Evaluating and redeveloping current Rapid Rehousing projects based on the current needs of homeless households
- Developing more Rapid Rehousing projects as needed for subpopulations, such as youth and Veterans

#### Outcomes Include:

- Decrease in time households remain homeless
- Decrease in the number of homeless households
- Decrease in the number of returns to homeless
- Successful housing placements



# STRATEGIES TO END HOMELESSNESS

## Permanent Supportive Housing (PSH)

### Strategies to Increase Permanent Supportive Housing:

- Increase funding through the Notice of Funding Opportunity (NOFO) application
- Evaluate current households enrolled in PSH programs to relocate households to permanent housing.
- Identify mainstream agencies to house chronically homeless households

### Outcomes Include:

- PSH is provided to the most vulnerable
- Decrease in the number of returns to homeless
- Successful housing placement+



# STRATEGIES TO END HOMELESSNESS

## Move On Program

### Strategies to Developing a “Move On” Program:

- Identify the number of housing vouchers needed
- Establish partnership with local housing authorities for vouchers
- Develop policies and procedures for program implementation

### Outcomes Include:

- Decrease number in returns to homelessness
- Increase in the number of housed with PSH
- Increase in exits to permanent housing and successful housing placements

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# STRATEGIES TO END HOMELESSNESS

## Homeless System Partners

### Hospital and Healthcare System

#### Strategies to Providing Healthcare to the Homeless

- Partner with National Health Care for the Homeless for technical assistance
- Identify healthcare partners to provide healthcare to the homeless
- Develop and implement practices for providing healthcare

#### Outcomes Include:

- Decrease in emergency room visits
- Improved health amongst the homeless
- Decrease in returns to homeless



# STRATEGIES TO END HOMELESSNESS

## Homeless System Partners

### Jail Diversion

#### Strategies to Develop a Jail Diversion Program:

- Increase permanent housing for those with an extensive criminal background
- Partner with police departments to develop prevent incarceration of the homeless
- Partner with local housing authorities to decrease barriers for those formerly incarcerated
- Develop discharge planning for those being released

#### Outcomes Include:

- Decrease in jail/prison arrests/stays by the homeless
- Decrease in jail/prison reentry
- Discharge planning for those being released
- Increase in exits to housing
- Continued medical care for mental health/substance abuse treatment



# STRATEGIES TO END HOMELESSNESS

## Homeless System Partners

### Landlord/Property Owners

#### Strategies to Engaging with Landlords/Property Owners Include:

- Develop a housing curriculum on how to properly find housing and be a good tenant
- Develop a landlord engagement program to promote partnership with landlords/property owners to offer secure, affordable housing
- Create a landlord directory for use by housing navigators within the Coalition
- Create housing retention program to reduce returns to homelessness

#### Outcomes Include:

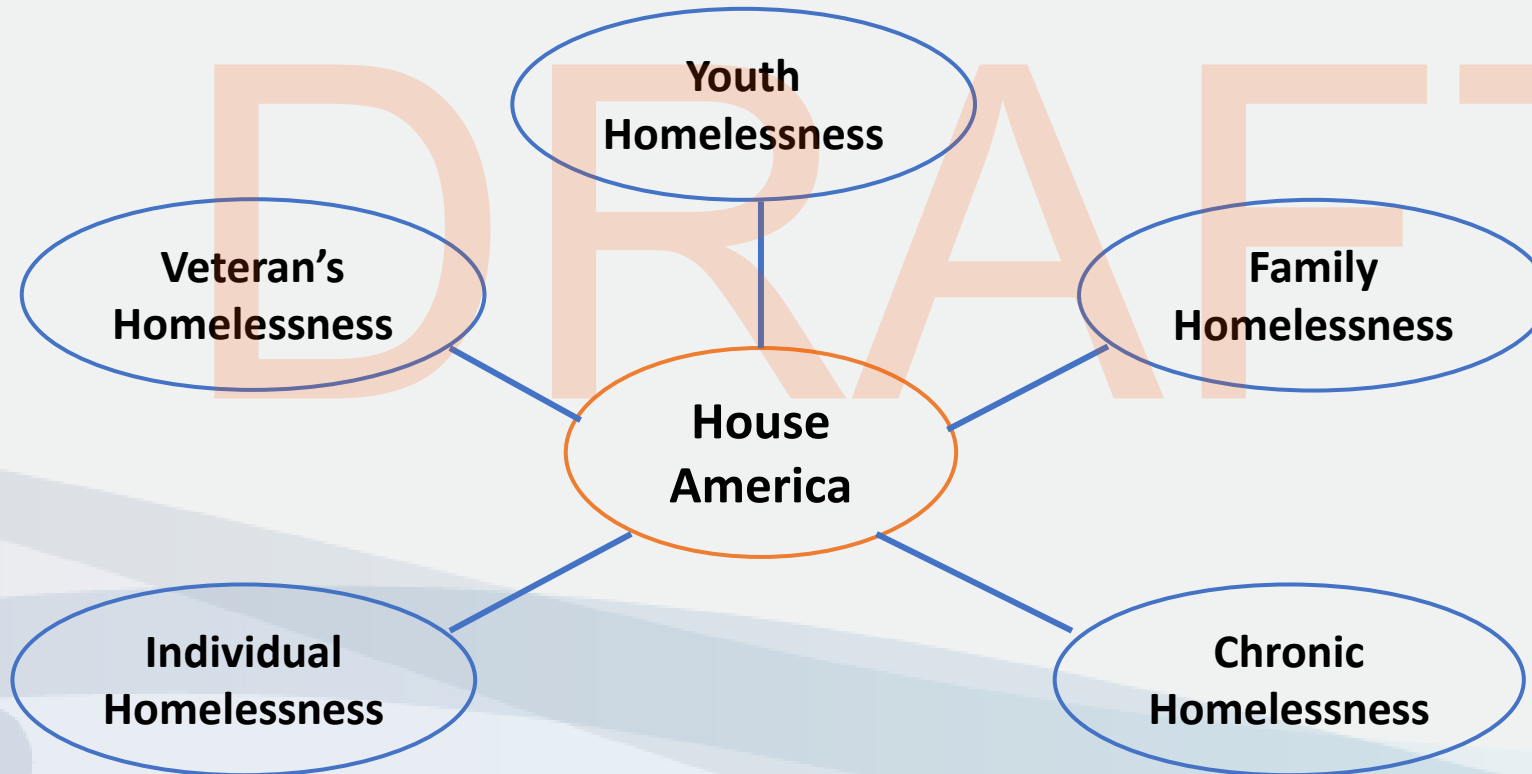
- Decrease in time households are homeless
- Decrease in returns to homelessness
- Improved landlord partnerships



# STRATEGIES TO END HOMELESSNESS

## Strategic Plan to Prevent and End Homelessness

### Ending Homelessness-House America



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# SERVICE PROVIDERS

## Strategic Plan to Prevent and End Homelessness

Program	Services
Salvation Army	Emergency shelter for men, single women and families. They also offer rapid rehousing and homelessness prevention
Behavioral Health Network	Services for youth and adults dealing with substance abuse or mental health. Programs offered include permanent supportive housing, rapid rehousing, street outreach, and a youth drop-in center.
Throwing Aces	Street outreach to the unsheltered clients.
Mission Waco	Transitional housing, employment opportunities, emergency shelter, legal services, and day resource services.
Family Abuse Center	Emergency shelter, transitional housing and permanent housing to those experiencing domestic violence.
Central Texas Youth Services	Transitional housing for youth.
Veteran's Affairs	Resources and referral information for housing and other resources
The Hangar	Day resource center
Endeavors	Rapid rehousing to veterans and their families.
The Cove	Drop-in center for school-aged youth and youth ages 18-24.

# AVAILABLE RESOURCES

## Strategic Plan to Prevent and End Homelessness

Program	Provider
Homeless Prevention	The Salvation Army
Street Outreach	MHMR, Throwing Aces
Temporary Housing (shelter, transitional)	<i>Emergency Shelters :</i> The Salvation Army, Mission Waco, MHMR-Youth, Family Abuse Center <i>Transitional Housing :</i> Central Texas Youth Services, Family Abuse Center, Mission Waco, Compassion Ministries of Waco.
Permanent Housing	<i>Permanent Supportive Housing :</i> MHMR, Veterans Affairs. <i>Rapid Re-Housing :</i> Endeavors, Family Abuse Center, MHMR, Salvation Army.
Access-to-Housing Resources	Caritas, The Cove Drop-In Center, Dobey Drop-In Center.

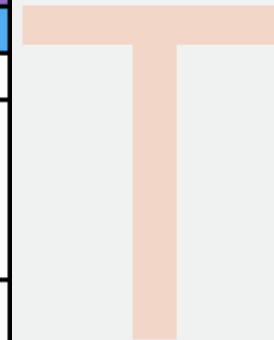


# COMMUNITY PARTNERS AND FUNDING

## Strategic Plan to Prevent and End Homelessness

FY2020 HEART OF TEXAS HOMELESS COALITION FUNDING				
Applicant	Project	Project Type	Funding Type	Amount Awarded by HUD
City of Waco	HMIS Grant	HMIS	CoC-Renewal	\$62,653
Family Abuse Center	Rapid Rehousing, Transitional Housing, Permanent Supportive Housing, FAC Rapid Rehousing.	PH-RRH	CoC-Renewal	\$493,900
Heart of Texas Homeless Coalition	Planning Grant	Planning	CoC-Renewal	\$52,100
Salvation Army	SSO Coordinated Entry, Rapid Rehousing, Emergency Shelter, Prevention.	CE-SSO	CoC-Renewal	\$855,042
HOTRMHMR	SSO Housing Navigator, Planning, DobeY Drop-in Center, Navigation Team, HOTTCHY, STARRSKYE.	CE-SSO	CoC-Renewal	\$2,332,827
The Cove	The Cove Drop In Center	SSO-Street Outreach	YHDP-2 Year Demo Grant	\$311,520
<b>Total of all CoC &amp; ESG Funding</b>				<b>\$4,021,124.00</b>

American Rescue Plan Act HOME Investment Partnership Funds in the amount of \$2,539,867.



# NEXT STEPS

## Strategic Plan to Prevent and End Homelessness

- **March 1 – March 31, 2022:** Plan available for review and public comment
- **April 1 – April 30, 2022:** Integrate public feedback into draft
- **May 1 – May 31, 2022:** Submit final draft to City Council and publish for implementation

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# NEXT STEPS

## Strategic Plan to Prevent and End Homelessness

**QUESTIONS**

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