

The Future of Homeless Services in Portland



September 8, 2018



Welcome



Jon Jennings,
City Manager



Mike Sauschuck,
Assistant City
Manager



Rob Parritt,
Oxford St Shelter
Director

Overview

11:00 AM - 11:45 AM

- Presentation - Hannaford Hall

11:50 AM - 12:10 PM

- Breakout Session # 1 - 1st floor & 2nd floor classrooms

12:15 PM - 12:35 PM

- Breakout Session # 2 - 1st floor & 2nd floor classrooms

12:40 PM - 1:00 PM

- Breakout Session # 3 - 1st floor & 2nd floor classrooms

1. **Safety & Security with Mike Sauschuck - Room 109**
2. **Safety & Security with Interim Chief Vern Malloch - Room 110**
3. **Regional Services - Understanding our Role with Dave MacLean - Room 212**
4. **The Future of Homeless Services with Rob Parritt - Room 213**

Breakout Session Topics

5. **A Full Service City with Jon Jennings - Room 214**
6. **Zoning, Land Use & Transportation with Jeff Levine - Room 215**
7. **Housing Services with Cullen Ryan, Norm Maze & Meredith Pesce - Room 216**
8. **Faces of Homelessness with Dawn Stiles - Room 217**

Who we serve

- State of Maine
- Greater Portland
- Portland
- Clients/Guests

1,833 UNDUPLICATED CLIENTS

Aug 2017-Aug 2018

- Serving an average of 200 a night
- 27.8% of clients stayed 1 to 3 nights
- 48.3% of clients stayed 4 to 60 nights
- 84.4% of clients stayed 1 to 90 nights

- 257 Total Housing Placements
 - 187 men
 - 70 women
 - 14 veterans

Aug 2017- Aug 2018

Why are we here? Root causes of homelessness

1 | Lack of affordable housing

- There is a lack of affordable housing options in Portland and the Greater Portland area.
- Several Housing 1st projects have helped, as well as Avesta developments.

2 | Untreated behavioral health issues

- Mental illness and lack of needed services
- Substance abuse and lack of treatment services.

3 | Unemployment & poverty

- Our HIRE and Opportunity Crew programs work with individuals to help them attain the necessary skills needed to regain employment and ultimately housing.

Why are we here? Local Factors

1 | Current shelter model

- Inefficient use of space which increases staffing costs
- Must leave for meals
- No private outdoor space
- Difficult to safely monitor due to outward facing model

2 | Ineffective Bayside model

- Guests must “run the gauntlet” each day
- Easily preyed upon
- Too many co-located services in one area

3 | Capacity

- Maine Housing rules prohibit residency restrictions
- Longstanding City guidelines preclude instituting a cap on shelter service

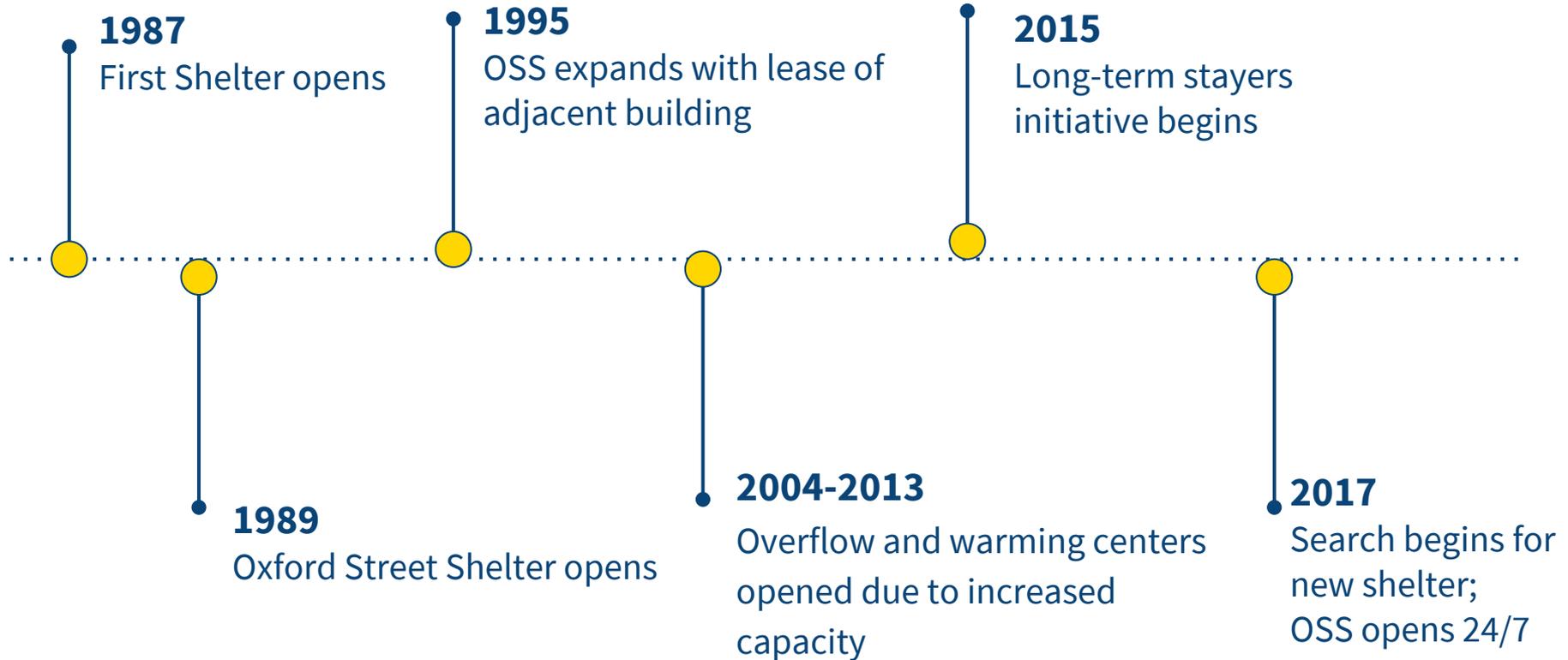
Current Model

- Oxford Street Shelter includes two adjacent three-story residential properties
- Poorly configured with three floors that requires double the staff
- Cramped sleeping space with mats rather than cots
- No space for meals



- Lockers and bathrooms are outside for day use
- Inadequate welcome area which limits staff ability to welcome guests
- Current design leads to long lines and large crowds

Shelter history



Understanding the Journey

Task Force to End Homelessness

The 2012 task force report called for:

- Retooling the emergency shelter system
- Rapid rehousing
- Increased case management

Long-Term Stayer Initiative

Not only do we provide emergency shelter, but since 2015 we've secured permanent housing solutions for 222 long-term stayers.

- **95.1% success rate**
- **45 LTS'ers left to house**

HHS Public Safety Committee

- Visited other area shelters to learn best practices
- Updated zoning to expand potential sites for new shelter
- Identified key traits for new shelter model concept

Council Guidelines

Deliverable 1

- Visible location

Deliverable 2

- Access to transportation

National Best Practices

Effective Emergency Shelters:

- Promote Dignity & Respect 
- Divert people from homelessness service system when possible 
- Adopt a Housing First Approach & Create Low-Barrier Access to Emergency Shelter 
- Use Emergency Shelter Stays as Platform for Housing Access 

According to the National Alliance to End Homelessness and the US Inter-Agency Council on Homelessness

Best Practices for Scattered Sites

Scattered shelter sites are best done for specialty services.
In Portland, we already have this model in place.

- Kreisler Teen Shelter - Bayside
- Through These Doors - (Unnamed location due to domestic violence services)
- Milestone - India Street Neighborhood
- City of Portland Family Shelter - Bayside
- Florence House - St. John Valley
- Amistad Peer Program - day services - West End

Shelters Explored & Researched

- Pine Street Inn - Boston
- Caspar Inc - Cambridge, MA
- Hope House - Bangor
- Father Bill's Place & MainSpring - Quincy, MA
- Poverello Center - Missoula, MT

City staff has toured and been in contact with several local and national shelters in order to learn best practices.

We've shared these examples to provide context only. Many have key differences from the model we are proposing for Portland.

One site vs Scattered Sites

Logistics

- Logistical challenge for staff & clients
 - Coordinating guest transportation
 - Planning for overflow
- Logistically impossible for service partners

Costs

- Staff costs - Providing coverage at numerous sites would require cross training & extra supervisory resources
- Food Costs - Food preparation, delivery, storage and serving would be 20% higher than at one site.
- Operational Costs - Scattered sites would result in more than two times the overhead cost yet our reimbursement rates would stay the same.
- Site acquisition costs

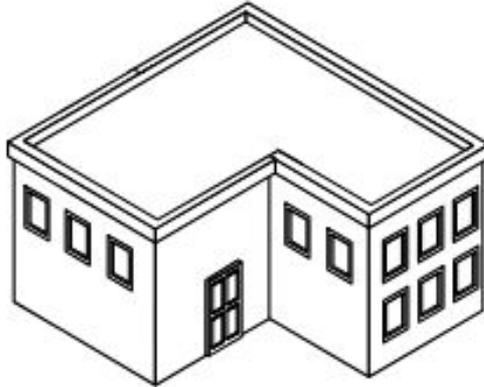
Annual Operating Costs for One-Site vs Scattered Sites

Current Shelter



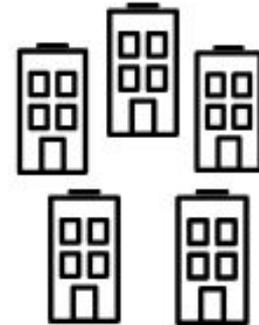
\$3.8 Million

One New Site



\$4.7 Million

Scattered Sites



\$10.2 Million

A New Service Center Model

- Open 24 hours a day, 7 days a week
- Modern facility with beds, on-site meals and laundry, storage, bathrooms, and secure outdoor space
- Private and secure coordinated entry system
- On-site health and dental care
- On-site wrap-around services for jobs & housing
- Space for Community Policing
- Easy access to public transportation + shuttle service
- Near potential employment opportunities



Example of modern integrated shelter design in Lewisham, UK (for illustrative purposes only)

Site Identification Process



Areas we explored

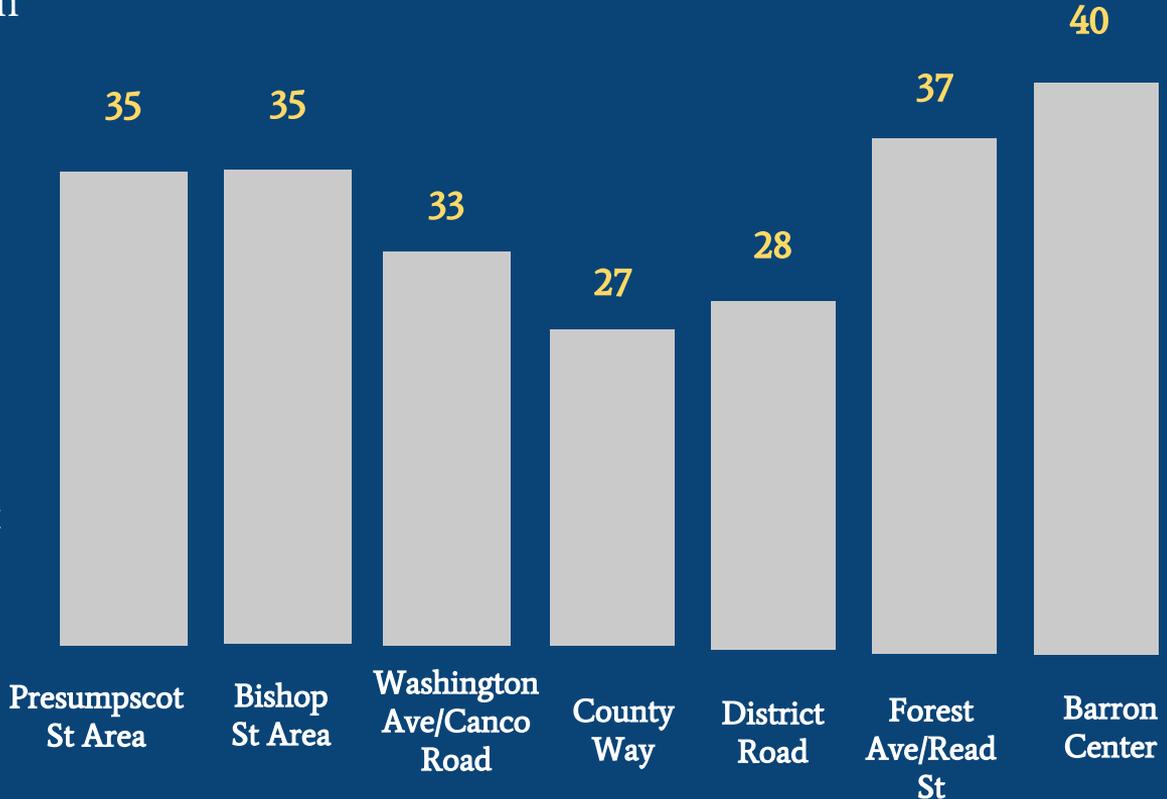


Site Analysis

Barron Center scored highest* when considering the following criteria:

- Site control & acquisition cost
- Physical site characteristics
- Zoning
- Council policy consistency
- Transportation
- Infrastructure
- Adjacent land use and context
- Co-location advantages
- Historic preservation and environment

*Out of a possible 45



Outreach - Service Partners



Outreach - Neighborhood Businesses

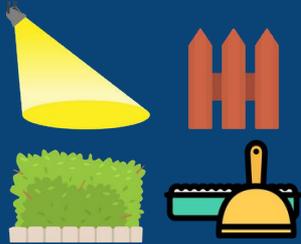
Cumberland Farms	Applebees	Shaws	The Animal House	Vapor Gurus
Lowe's	Aspen Dental	Cakes Extraordinaire	Supreme Hearing Aids	Northern Lights Smoke Shop
Bath Fitters	Casco Bay Vet Hospital	Euphoria Nail Salon	UPS Store	Republicash
Sullivan Tire	VIP Eyes	Dunkin Donuts	Panera Bread	Subway
JoAnn Fabric	Portland Eyecare	Pizza Hut	PayLess Shoes	Rosemont Market
Workout Anytime	Edward Jones	Ruby Tuesday	T-Mobile	
Dollar Tree	FedEx	Carter's	AT&T	
CVS	Kohl's	SuperCuts	Chipotle	
Big Lots	Bangor Savings	US Cellular	Kon Asian Bistro	

Public Process Going Forward



Safety & Security

Design



- Natural surveillance with lighting and landscaping
- Access control
- Ownership
- Pride in facility & grounds

Planning



- Controlled and private intake process to avoid loitering
- Clearly stated rules
- Monitored areas

Security Staffing & Policing



- Fully staffed with security personnel and police
- Community policing office
- Violations will result in arrest & removal
- Agreement w/ Portland Trails regarding security

Safety & Security



Community Feedback

- 24/7 Hotline available
- Anonymous tip program
- Create advisory group that meets monthly

Data Sharing & Tracking

- Use technology to track disorder and crime



Good Neighbor Agreement



Prohibited behaviors include:

- Public consumption of drugs/alcohol
- Vandalism
- Theft
- Trespassing
- Distribution of drugs
- Solicitation of any kind
- Excessive loitering
- Excessive littering

Comprehensive Efforts to End Homelessness



Emergency shelters are intended for temporary use



Current efforts include:

- Long-Term Stayer Initiative
- Housing First projects
- Housing Trust Fund for affordable housing projects
- Behavioral health services
- Housing navigators on-site
- Specialty shelters

Thank You!

Next Up:

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