

HOMeward BOUND

A PLAN TO END CHRONIC HOMELESSNESS IN
COLLIN COUNTY



COLLIN COUNTY, TEXAS

October, 2004

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Laleh Soltan, City of Plano
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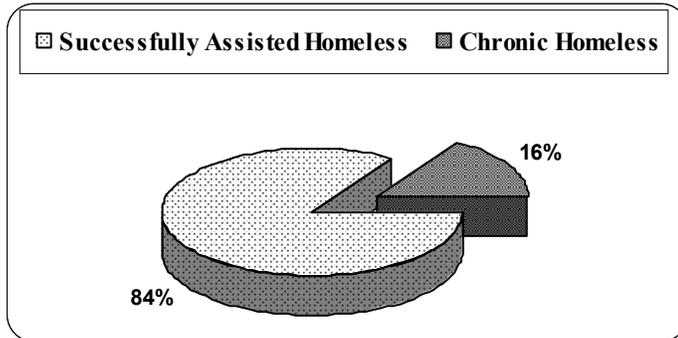
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THE PLANNING PROCESS

The United States Interagency Council on Homelessness is encouraging local counties and cities to develop and implement 10-year plans to end Chronic Homelessness. It is anticipated that this plan will be a requirement for HUD funds in the future. The City of Plano volunteered to facilitate the planning process and develop the plan for Collin County.

The first task was to determine the number of chronic homeless persons in Collin County. A needs assessment was developed and completed by the City of Plano staff in collaboration with the Homeward Bound Task Force. A collaboration of homeless service providers and municipalities comprise the Homeward Bound Task Force. The Homeward Bound Needs Assessment 2004 identified 1,238 persons who were residing in homeless shelters in 2003 and in the state mental hospitals from Collin County. This number was determined through the data provided by the Collin County homeless shelters, transitional housing units, and Collin County Commitment Court. The compilation of data indicated that there are approximately 200 chronic homeless persons in Collin County per year.



According to the Homeward Bound Needs Assessment 2004, the homeless provider system of Collin County is successfully assisting 84% of the homeless persons in Collin County in becoming stable and productive citizens. The remaining 16% of the homeless population in Collin County do not have a permanent home, are unable to take care of themselves, and are over utilizing the health care, social service, and justice systems. These persons are the chronic homeless.

The HUD definition of the chronic homeless is, “*Unaccompanied homeless individuals with a disabling condition (mental illness, substance abuse, physical illness or disability or the co-occurrence of two or more of these conditions) who have either been continuously homeless for a year or more or has had at least four episodes of homelessness in the past three years.*”

The Task Force next assessed the housing and services available to the chronic homeless in Collin County. Currently, housing for the chronic homeless has consisted of Wichita Falls State Mental Hospital, private residential treatment (usually a 14 day maximum stay), or the Collin County Jail. There is no other housing for this population at this time. Supportive services include outpatient mental health and substance abuse treatment which are provided through North Star, a seven county public/Medicaid managed care program. The Dallas Area North Star Authority monitors the services that are provided by North Star. The availability of long-term (more than 90 days) mental health and substance abuse treatment for indigent clients is non-existent in Collin County.

Without adequate housing and supportive services, the cycle of homelessness continues for this population. A point-in-time survey of the Collin County Mental Commitment Court indicated that one-third of the people on the docket (six out of seventeen people) for involuntary commitment had previously been through the mental commitment process. For many, the state mental hospital is their only stable home.

The following is a list of issues affecting the chronic homeless in Collin County compiled from the Homeward Bound Needs Assessment 2004:

- Inadequate health and human service infrastructure.
- Need for housing for the chronic homeless.
- Inadequate availability of long-term mental health care and substance abuse treatment.
- Lack of follow-up of people discharged from institutions (shelters, homeless prevention programs, incarceration, mental hospitals, and hospitals).
- Lack of public awareness and understanding of mental illness and substance abuse.
- Potential reductions in state funding for health and human services.

Review of the United Way of Metropolitan Dallas, *Community Assessment Collin County 2004 Update*, reveals concurrence with the following critical issues facing Collin County: (1) the lack of a health and human service infrastructure in Collin County, (2) the inadequate availability of long-term mental health care and substance abuse treatment, and (3) imminent reductions in federal funding for health and human services.

A ten year plan was formulated from the issues identified in the Homeward Bound Needs Assessment 2004. The goals were strategically framed using the elements of a plan to end chronic homelessness encouraged by the National Alliance to End Homelessness and recommended by the U.S. Interagency Council on Homelessness. These elements include: 1) Build the infrastructure, Plan for Outcomes, Manage for Results, 2) Close the Front Door by Preventing Homelessness; 3) Open the Back Door (Intervention). These elements are in gray. The following goals were developed for ending chronic homelessness in Collin County:

GOALS

BUILD THE ORGANIZATIONAL INFRASTRUCTURE PLAN FOR OUTCOMES MANAGE FOR RESULTS

1. Establish a segment of the health and human services infrastructure in Collin County that is dedicated to the reduction of chronic homelessness through public and private partnerships to encourage effective and efficient use of resources.
 - a. Create the administration of the Collin County Plan to End Chronic Homelessness. Increase knowledge of needs and patterns of all subpopulations of chronic homeless individuals. Increase capacity in tracking the extent of chronic homelessness in Collin County.
 - b. Build networking and problem-solving relationships among providers, funding entities, and advocates.
 - c. Implement an educational campaign to increase understanding and public awareness, reduce stigma associated with chronic homelessness, and solicit county-wide support and interest in ending chronic homelessness in Collin County.

2. Develop, implement, and sustain a comprehensive program of housing and client centered, recovery based, supportive services for persons with mental health and/or substance abuse disorders.

CLOSE THE FRONT DOOR BY PREVENTING HOMELESSNESS

- a. Expand case management programs to include chronic homeless assessments and the ability to extend time limits on services for those at risk of becoming homeless. Clients from Homeless Prevention Programs, the Samaritan Inn, Collin County Jail, Green Oaks (a Collin County inpatient psychiatric services provider), and the state mental hospital would be assessed for the need for more services.
- b. Educate personnel who interact with the chronic homeless population concerning the characteristics of this population, including: Personnel from the Collin County Jail, Municipal Jails, Homeless Prevention Programs, the Samaritan Inn Homeless Shelter, and Police Officers.
- c. Improve the collaboration with institutions to encourage effective and efficient use of resources: Collin County Jail, Municipal Jails, Mental Commitment Court, Green Oaks Mental Hospital, State Mental Hospitals, Dallas Area North Star Authority.

OPEN THE BACK DOOR (INTERVENTION)

- d. Provide basic needs (shelter, food, and safety) to chronic homeless persons.
- e. Provide treatment and services (mental health, substance abuse, transportation, employment) to chronic homeless persons.
- f. Create a Jail Diversion Program aimed at the appropriate placement of persons with mental illness who have entered the justice system.
- g. Increase funding and resources available to prevent, intervene, reduce, and eliminate chronic homelessness in Collin County.

PLAN IMPLEMENTATION

The Plan to End Chronic Homelessness will be implemented in two phases. Each phase will include program goals, action steps, responsible organizations, target dates, and a budget. Detailed action steps are located in the goal matrix starting on page six. The Homeward Bound Task Force suggests implementing a pilot program as the first phase of the plan. Since the City of Plano has the largest chronic homeless population in Collin County and the largest amount of federal grant resources in Collin County, it is being proposed that the City of Plano be responsible for the implementation of the first phase.

Phase One: Pilot Program

This pilot program will begin June 1, 2005. The City of Plano will use CDBG funds to execute the plan, build the organizational infrastructure, and subcontract housing and services to be provided to fifteen (15) chronic homeless persons. The budget for Phase 1 is \$60,000. An existing staff person from the City of Plano will administrate and monitor the program. The City of Plano will contract with non-profit organizations to provide housing, case management, and life skills services.

At the conclusion of the pilot program the cities of McKinney, Allen, and Frisco, as well as Collin County will be asked to participate in the second phase of the Plan to End Chronic Homelessness in Collin County.

The Cost of Chronic Homelessness

Cost for 30 days per 15 persons at state mental hospital **\$191,250/month**

Plan to End Chronic Homelessness	
Pilot Program Annual Budget	
<u>Administration/Monitoring</u>	\$10,000
<u>Housing</u>	\$10,000
Room/Board (15 persons)	
Transportation funds for clients	
<u>Services</u>	
Case Management (15 persons)	\$33,000
Case Manager (1)	
Office/phone/supplies	
Travel funds	
Life Skills Education	\$ 5,000
Total Program Cost for Pilot Program	\$ 60,000 Annually (\$5,000/month)

Cost Savings **\$186,250 per month**

The cost of this pilot program will be \$5,000 per month whereas the cost of providing fifteen (15) persons housing and treatment at the state mental hospital for 30 days is \$191,250. This cost does not include the cost of the justice system, namely, the police and mental commitment court staff. The preliminary cost savings is \$186,250 per month.

Phase Two: County-Wide Program

Upon the demonstrated success of the pilot program, Phase 2 will be implemented in Collin County and the following cities: the City of McKinney, the City of Allen, and the City

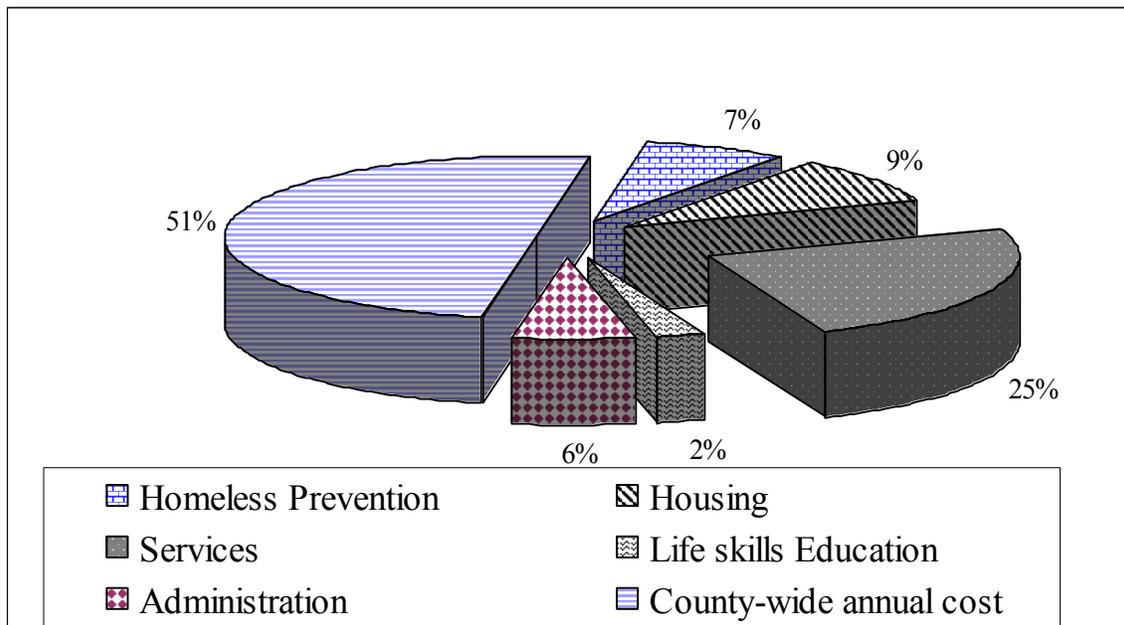
Frisco. This phase includes administrating and monitoring the plan, increasing the breadth and depth of the organizational structure, and providing housing and services to the two hundred (200) chronic homeless individuals in Collin County.

Each of the four municipalities will have at least one case manager located in their city to provide services to the chronic homeless. The optimum placement of these case managers would be at the local emergency service center. These centers provide homeless prevention funds in the form of rent and utility payments to persons at risk of becoming homeless. At least one case manager will also be assigned to the County Mental Commitment Court.

The Homeward Bound Task Force will monitor Phase 1 of the plan and make decisions on the County-Wide implementation strategy from the results of the pilot program. The budget for Phase 2 is \$539,000 annually. The target date for the implementation of Phase 2 is June 1, 2007.

**Plan to End Chronic Homelessness
County-Wide Program**

<u>Administration/Monitoring</u>		\$ 70,000
• Manager		
• Office/phone/mileage/supplies		
<u>Homeless Prevention</u>		\$ 80,000
• Rent and Utility funds		
<u>Housing</u>		
• Room/Board	(100 persons)	\$100,000
• Transportation funds for clients		
<u>Services</u>		
• Case Management (200 persons)		\$264,000
Case Managers (8)		
Office/phone/mileage/supplies		
• Life Skills Education		\$ 25,000
Total County-Wide Program Cost for One Year		\$539,000



The funds to implement Phase 1 of the Plan will be allocated from the City of Plano Community Development Block Grant (CDBG) funds. CDBG funds may also be used in Phase 2 by the City of Plano, the City of McKinney, the City of Allen, and the City of Frisco. The specific amount of funding from these municipalities will be recommended by the Homeward Bound Task Force. It is proposed that the formula to be used for the determination of each city's funding of the Plan include the percentage of chronic homeless identified in each municipality, among other variables.

In addition, other sources of federal funds will be investigated and requested. For example, the Homeward Bound Task Force, in collaboration with the Metro Dallas Homeless Alliance, is submitting a Continuum of Care Plan to HUD which addresses the needs of both Dallas County and Collin County and requests funds to meet those needs.

Collin County and municipalities are encouraged to adopt this Plan to End Chronic Homelessness.

Goal	Action Steps	REsponsible Organization	Target Dates
<p>BUILD THE ORGANIZATIONAL INFRASTRUCTURE FOR THE COLLIN COUNTY PLAN TO END CHRONIC HOMELESSNESS. PLAN FOR OUTCOMES. MANAGE FOR RESULTS.</p> <p>Establish a health and human services infrastructure in Collin County that is dedicated to the reduction of chronic homelessness through public and private partnerships and encourages effective and efficient use of resources.</p>	<p>1. Establish a central clearinghouse for the implementation of the Plan. 2. Facilitate the quarterly meetings of the Homeward Bound Task Force. 3. Develop an outcome-based evaluation system of homeless service providers. 4. Develop the methodologies for data collection. 5. Gather housing inventory data through annual surveys to service providers, county and city government, and the general public. 6. Conduct regular point-in-time counts of sheltered and unsheltered homeless persons. 7. Interpret data and make recommendations for plan changes to the Homeward Bound Task Force. 8. Prepare annual report of plan outcomes. 9. Increase funding and resources available to prevent, reduce, and eliminate chronic homelessness in Collin County.</p>	<p>Action Steps 1 – 9 Phase 1 Homeward Bound Task Force Phase 2 TBA</p>	<p>06/01/05 06/01/07</p>

Goal	Action Steps	REsponsible Organization	Target Dates
<p>Build networking and problem solving relationships among providers, funders, and advocates.</p>	<ol style="list-style-type: none"> 1. Develop relationships with Metropolitan Dallas organizations and state organizations. (United Way, Metropolitan Dallas homeless organizations, Dallas Area North Star Authority, Wichita Falls State Hospital, and Texas Workforce Commission) 2. Initiate problem solving meetings with Collin County homeless prevention providers, shelters, mental health providers, substance abuse providers, Collin County Jail, Municipal Jails, Mental Commitment Court, and Green Oaks Hospital. 	<p><u>Action Steps 1 and 2</u> Phase 1 Homeward Bound Task Force Phase 2 TBA</p>	<p>06/01/05 06/01/07</p>
<p>Implement an educational campaign to increase the understanding and public awareness, reduce stigma associated with chronic homelessness, and solicit county-wide support.</p>	<ol style="list-style-type: none"> 1. Initiate a public relations campaign. 2. Meet with local service organizations, such as, Rotary Clubs, Kiwanis Clubs, Lions Clubs, and the Junior League. 	<p><u>Action Steps 1 and 2</u> Phase 2 TBA</p>	<p>06/01/07</p>

Goal	Action Steps	REsponsible Organization	Target Dates
<p>CLOSE THE FRONT DOOR BY PREVENTING HOMELESSNESS.</p> <p>Develop, implement, and sustain a comprehensive program of housing and client centered, recovery based, supportive services for chronic homeless persons with mental health and/or substance abuse disorders.</p>	<p>1. Expand case management programs to include chronic homeless assessments administered to consumers of the Samaritan Inn, Collin County Jail, Green Oaks Hospital, and Wichita Falls State Hospital, and homeless prevention programs.</p> <p>2. Extend case management services for two years to follow-up on those who are chronic homeless, and those at risk of becoming chronic homeless.</p> <p>3. Educate personnel who interact with the chronic homeless population concerning successful interactions. Personnel to be trained include: Collin County Jail employees, Municipal Jail employees, Homeless Prevention providers, the Samaritan Inn Homeless Shelter, and Police Officers.</p>	<p><u>Action Steps 1 and 2</u> Phase 1 City of Plano Phase 2 TBA</p> <p><u>Action Step 3</u> Phase 2 TBA</p>	<p>06/01/05 06/01/07</p> <p>06/01/07</p>
<p>OPEN THE BACK DOOR (INTERVENTION).</p> <p>Provide basic needs (shelter, food, and safety) to chronic homeless persons.</p>	<p>1. Work with the organizations such as the Samaritan Inn, LifePath, and homeless prevention providers to provide these services.</p> <p>2. Request that chronic homeless persons receive a higher priority rating than in the past to public housing and Section 8.</p>	<p><u>Action Steps 1 and 2</u> Phase 1 City of Plano CDBG sub-recipients Phase 2 TBA</p>	<p>06/01/05 06/01/07</p>

GOAL	ACTION STEPS	RESPONSIBLE ORGANIZATION	TARGET DATES
	<p>3. Utilize the stock of affordable housing by developing relationships with landlords and advocates for inclusive rental practices for persons with mental health or substance abuse issues.</p>	<p>Action Step 3 Phase 2 TBA</p>	<p>06/01/07</p>
<p>Provide treatment and services (mental health, substance abuse, transportation, employment) to chronic homeless persons.</p>	<p>1. Identify providers and work with them to provide these services. 2. Create a Jail Diversion Program aimed at the appropriate placement of persons with mental illness who have a contact with the justice system. 3. Incorporate life skills education into the case manager's service plan for the individual.</p>	<p>Action Steps 1 Phase 1 City of Plano Phase 2 TBA Action Step 2 Phase 1 North Star Phase 2 North Star Action Step 3 Phase 1 City of Plano Phase 2 TBA</p>	<p>06/01/05 06/01/07 06/01/05 06/01/07 06/01/05 06/01/07</p>

