CITY MANAGER'S OFFICE MEMORANDUM
#37-2021

DATE: Sept. 20, 2021

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager

FROM: Rupa Venkatesh, Assistant to the City Manager
Jessica Hulse, Community Resource Navigator

SUBJECT: Homelessness Community Task Force Update

PURPOSE
To provide City Council with an update on the Homelessness Community Task Force (HCTF).

BACKGROUND
Since the HCTF started meeting in August 2020, they have worked to reduce the barriers that people experiencing homelessness (PEH) face. Some include lack of transportation, identification, a physical address, housing, and community stigma. Through outreach efforts, regional partnerships and Council support, the HCTF is seeing progress.

Outreach Efforts
The Community Resource Navigator (CRN) continues to receive referrals through the Police Department, Judge Amanda Bailhache, community partners such as Immaculate Heart of Mary Food Bank, and self-referrals during resource office hours on Fridays from 9 a.m. to noon. The resource office hours take place on the lower level of City Hall, through the northwest entrance.

In 2021, staff started keeping track of individual interactions to start gaining an understanding of the population served. The interactions by the Police Department are tabulated based on calls for service. The following data is also available in the monthly Police Department reports that Council receives.

Number of Interactions with PEH

Month	CRN	Police
May 2021	32 (15 individuals)	87
June 2021	44 (18 individuals)	94
July 2021	39 (14 individuals)	67
August 2021	31 (16 individuals)	96

Staff from the Economic Development Department, Police Department, and the City Manager's Office hosted a business outreach meeting on homelessness to hear concerns, answer questions, and provide collaborative solutions. The virtual meeting was held on July 20, 2021, with approximately 16 participants. Some of the main concerns heard were regarding encampments and what can be done to address non-criminal behavior at businesses. In addition, some businesses expressed concern for the well-being of PEH.

HCTF also held a community meeting on Aug. 26, 2021, at Good Shepherd Presbyterian Church. Approximately 80 people were in attendance and had an opportunity to express their concerns and suggestions, learn about homelessness in Northglenn, and collaborate on possible solutions.

Consensus was reached amongst the participants that they would support Safe Parking Lots and safe outdoor spaces in Northglenn depending on the location. In addition, the group agreed that continued community education on this topic was important and requested another meeting in October. That meeting is set for Oct. 21, 2021, at 6 p.m. at Good Shepherd Presbyterian Church.

Frequently Asked Questions
Some frequently asked questions staff and Council have received:
1. Why is this issue taking so long to address?
    a. The issue of homelessness is not limited to the City of Northglenn or the Denver Metro Region. This is a national issue that has been compounded by the COVID-19 pandemic. There are many barriers that PEH face and addressing those per individual requires long-term case management. In addition, the lack of availability of shelters in Adams County exasperates the issue.

2. I feel unsafe at Croke Reservoir. What is the City doing to address this?
    a. If there is criminal behavior occurring, park users need to contact the Police Department. The Crisis Response Unit (CRU) will have a presence at Croke Reservoir to make contact with PEH as well as provide case management when it launches in the next few months. The current Community Resource Navigator's hours have been increased from 20 to 35 in the meantime to provide a presence at the reservoir and nature area and to make contact with PEH.

3. There is a large amount of trash and human waste left behind. What is the City doing to address this?
    a. Parks Maintenance and eventually CRU can provide extra trash bags and encourage users to clean up the parks. In addition, staff is exploring the option of adding a portable toilet at Croke Reservoir.

4. Why isn't Adams County doing anything?
    a. Council will be hearing updates from Adams County during this meeting. In addition, over the past year almost every municipality and Adams County have added staff similar to the Community Resource Navigator position to coordinate efforts across the region. Adams County leads the effort with the national Built for Zero movement (see Attachment 1). They also provide access to transportation, emergency shelter through the Severe Weather Activation Plan, storage, mailboxes, hygiene kits, mobile showers and laundry through the Day Works program, and lead the efforts in coordinating communication.

BUDGET/TIME IMPLICATIONS
There are no financial or time impacts to the City. This is for informational purposes only.

STAFF RECOMMENDATION
Staff recommends City Council provide feedback.

STAFF REFERENCE
If Council members have any questions, please contact Rupa Venkatesh, Assistant to the City Manager, at rvenkatesh@northglenn.org or 720.376.8069.

ATTACHMENTS
1. Article from Public Management magazine, August 2021
2. Presentation

SOLVING
HOMELESSNESS

BY JAKE MAGUIRE AND ANNA KIM

Communities across the globe are using the Built for Zero methodology to reduce and end homelessness

Built for Zero is a global movement of communities working to measurably reduce and end homelessness. Community Solutions, the nonprofit that leads Built for Zero, was recently awarded the MacArthur Foundation's 100&Change grant for $100 million, which will be used to help accelerate an end to homelessness in the United States through Built for Zero. This article describes the origins of the movement, the four common characteristics of any community that is designed to end homelessness, and lessons from cities across the globe implementing this methodology.

When we share our commitment to ending homelessness, we are accustomed to the inevitable follow-up. There is rarely disagreement on the need. The question is whether getting to zero homelessness—and sustaining that end—is really possible.

Since 2015, we have worked with communities to answer that question. Even some of the most committed local leaders battled with their own skepticism. "No one thought it was attainable at the beginning," said Heather Kimmel. "It wasn't something we thought we'd ever actually be able to do."

Kimmel is the assistant executive director at the Housing Authority of the County of Kern, a county of just under a million people about two hours from Los Angeles. In January 2021, the community reached a milestone known as functional zero for chronic homelessness, meaning fewer than three people remained in the entire county with serious health conditions and long-term histories of homelessness. Chronic homelessness accounts for the vast majority of spending on homelessness in most communities, and is widely considered the most difficult part of the problem to solve.

Kern County's achievement was groundbreaking—the first community in California to reach this milestone. But the county is not alone in making progress. It's part of an initiative known as Built for Zero, which includes more than 80 U.S. communities working to measurably and equitably end homelessness. This diverse network includes six of the 20 largest cities in the country and a mix of suburban, urban, and rural contexts. To date, 14 participating communities have functionally ended veteran or chronic homelessness, and 46 have driven reductions in the number of people experiencing homelessness.

In places like Canada, Denmark, Australia, and the United Kingdom, a network of partners is adapting the Built for Zero methodology and integrating it with key, locally sourced innovations to establish community systems designed to continuously reduce and end homelessness. Collectively, we are working toward a new reality where homelessness is rare and brief when it happens.

There are many, well-known technical interventions that communities must apply to end homelessness for individuals — the increasingly accepted Housing First approach, for example. But these individual-level interventions do not, by themselves, end homelessness at the community level. For that, communities need to reorganize the way local actors work together and engage in collective problem solving. Four defining features have emerged in communities that have successfully reduced or ended homelessness:

- An integrated, community-wide team.
- Shared accountability for a community-wide aim.
- Real-time, by-name data on homelessness.
- The use of real-time data to target key resources and interventions flexibly.

An Integrated, Community-Wide Team

In most communities around the world, a vast collection of organizations and agencies touch homelessness in some way, but no one is fully accountable for reducing and ending it. Communities adopting the Built for Zero methodology create a shared structure for collective action so that local players can transcend the demands of individual programmatic work and collaborate effectively as one team.

Kern County exemplifies the point. It faced all the challenges of a typical fragmented housing ecosystem, where each program had its own funders, compliance requirements, and siloed outcomes frameworks.

After committing to reach zero together, local players worked to integrate their efforts and deputized the local housing authority to keep them organized. Agencies began sending their frontline staff to joint meetings, where they would discuss clients common to multiple programs and the next steps required to move them into housing.

A level up, decision-makers at each agency began meeting to identify gaps and bottlenecks in the community's broader housing system. They organized a monthly ideas meeting where people proposed new ideas to test together, wrote predictions, and evaluated results. This created space for agencies to come together and think about population-level outcomes, rather than confining themselves to program updates or administrative discussions. The participants soon developed a shared mantra: "Not my clients, but our clients."

Creating Accountability Through a Shared Aim

Building an integrated team like Kern County also allowed each local actor to commit to a shared, community-wide aim. Instead of program outcomes like, "house 50 people," imagine system-wide outcomes like, "achieve zero street sleeping across an entire community."

The Danish municipality of Hjørring was facing a problem of rising numbers in its shelters, especially among young people ages 18 to 30. In collaboration with the private consultancy, Trancit, Hjørring leaders secured funding from the National Board of Health and Welfare to deploy key components of the Built for Zero methodology locally.

Participants chose to align their efforts around a shared aim: reduce youth homelessness, including youth in severe risk of experiencing homelessness, by 80 percent in 2.5 years, based on an estimate of what 100 percent would look like. This shared aim created a shared lens through which to filter every decision, and it allowed for rapid adoption of other key components of the methodology: the creation of a real-time list of all young people experiencing homelessness, for example, and a universal screening and eligibility protocol for connecting young people with housing and social support.

In just one year, the team in Hjørring successfully reduced that number by 82.5 percent, based on the aim estimate. They also identified 860 percent more young people experiencing homelessness than national figures suggested.

Hjørring, Demark

Kern County, CA
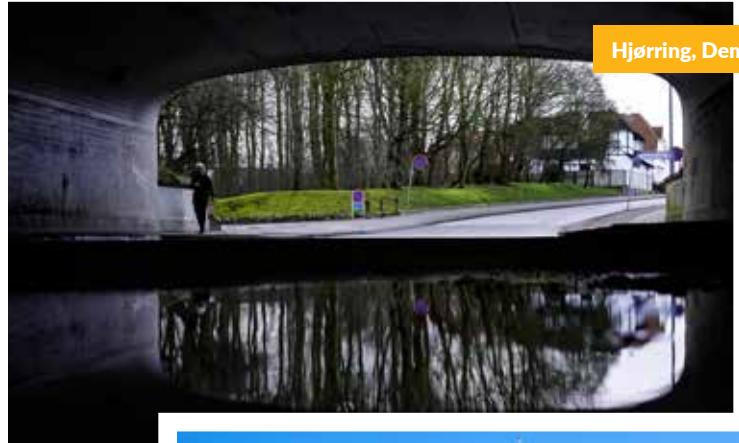
Toronto, Canada

Equipping Communities with Quality, Real-Time, By-Name Data

You can't solve a problem you can't see, but most communities are working with stale, poor quality data on homelessness. In the United States, Canada, and Australia, for example, communities are required to assess the scale of homelessness just once every one to two years, and on just a single night. By contrast, homelessness itself is incredibly personal and dynamic—new people enter and exit nightly, and each person has different needs.

Communities that adopt the Built for Zero methodology commit to meeting a series of data quality standards in order to monitor homelessness comprehensively and by name on at least a monthly basis. The result is a clear line of sight into broader system dynamics like inflow, outflow, and process bottlenecks.

In Adelaide, Australia, the Adelaide Zero Project team began with a real-time, by-name list of rough sleepers, who are those sleeping outside. By tracking anyone with a history of rough sleeping over the last year, the team was able to capture the full universe of rough sleepers, even those who might currently be in shelter, segment out the most frequent and longest-term rough sleepers in the city, and prioritize them for permanent housing. This data proved especially critical during the early days of the COVID-19 pandemic, when the team had to prioritize limited permanent housing resources for those quarantining in hotels and motels.

This level of data quality is possible in much larger cities, as well. Toronto, Canada, is working to achieve quality data by the end of the year and opted to begin by developing real-time data on people using its homeless shelter system—a smart way to get started with a manageable piece of the problem. Using Built for Zero data quality standards adapted by the Canadian Alliance to End Homelessness, they created a set of live dashboards that aggregate data on everyone who accesses a shelter, respite, hotel/motel program, or warming center on a rolling three-month basis. The Toronto Alliance to End Homelessness, the Toronto Indigenous Community Advisory Board, the City of Toronto Shelter Support and Housing Administration, and many community-based shelter and support organizations worked together to ensure this data was reliable, comprehensive, and could be updated across the entire city in real time.

Today, all partners can easily track the inflow and outflow of people in the shelter system each month. Over time, this provides a much better understanding of both the scale of homelessness in Toronto, and more importantly, the near-term impact of funding and policy decisions, including what's working and what needs revisiting.

Enabling Communities to Target Resources for Reductions

The city of Detroit had the quality data to know every military veteran experiencing homelessness by name and in real time. It had a strong coordinated team that included exceptional leadership from the local Veterans Affairs Medical Center. Together, the community was working to steadily drive reductions in veteran homelessness toward its shared aim of reaching functional zero.

But despite the community's continued reductions efforts, the number of veterans experiencing homelessness consistently stalled around 250 in 2018. The local team began to explore what was contributing to this phenomenon and found that 250 was the number of beds available through the Grant and Per Diem program, which offers service-intensive transitional housing programs for veterans on a per diem basis and creates an unintended incentive to keep beds full rather than moving people through quickly.

Local leaders worked to strategize how they could change the system from within to ensure veterans could access GPD without remaining there longer than necessary on their journey to permanent housing. The team began to focus on offering veterans initial options that would facilitate a faster route to permanent housing, which included vouchers provided through the Department of Veterans Affairs (VA) that could be used for permanent supportive housing or connecting them with other shelter options. The community also harnessed local philanthropic dollars from Rocket Mortgage to help providers of the transitional housing convert their properties to permanent housing, which would help them collectively rightsize the number of grant and per diem beds to match the scale of need. As a result, Detroit has now driven nearly a 40 percent reduction in veteran homelessness in just two years and continues to move toward zero.

Homelessness Is Solvable

Homelessness is widely understood as an urgent tragedy of public health, equity, and justice requiring attention. Unfortunately, for too long, it has also been misunderstood as a problem that is intractable.

But these communities across the globe are proving otherwise. Communities are driving reductions in homelessness so that it continuously remains rare across a population. Individuals experiencing homelessness in these communities are known by name and quickly connected to a system that can provide the support they need to exit homelessness.

Local leaders have proven they have a key role in delivering and sustaining these results. They are using their influence to convene community-wide teams; create accountability for a shared aim; establish quality, real-time data that can catalyze progress; and target resources for reductions in homelessness.

All communities have the power to help make this reality a norm, rather than the exception. Together we must not only assert that homelessness is solvable, but be a part of a collective movement creating proof of it every day. **PM**

JAKE MAGUIRE is a principal at Community Solutions and co-director of Built for Zero.

ANNA KIM is a principal at Community Solutions.

HOMELESSNESS COMMUNITY TASK FORCE

Study Session

Sept. 20, 2021

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CITY OF Northglenn

PURPOSE OF TASK FORCE

To make recommendations on policies, action steps, and guidelines which may positively impact homelessness in the City

COMPLETED RECOMMENDATIONS

- **Nov. 9, 2020 – National Youth Homelessness Awareness Month Proclamation**

- **Purchase of RTD passes**

- **Purchase of food gift cards**

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IN-PROGRESS RECOMMENDATIONS

- **Explore navigation center/day shelter in Adams County**
  - In discussion with Adams County regarding ARPA opportunities

  - Friday Resource Office hours are now open at City Hall

  - Partnership with Adams County and Almost Home for navigation center begins Oct. 1

  - City manager requesting Council support to explore options in Northglenn

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IN-PROGRESS RECOMMENDATIONS

- **Full-time homelessness navigator**
  - Considered in 2021 Pay Plan amendment (Community Resource Navigator)

- **Safe Parking Lots, safe outdoor space, tiny homes**
  - Need community support

- **Community education**

COMMUNITY EDUCATION

- **Adams County – education campaign**

- **Business meeting – July 20**
  - Virtual, 16 participants
  - Encampments on private property and public property
  - Criminal behavior vs. unintended uses of space
  - Concern for people experiencing homelessness
  - Resources for businesses

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COMMUNITY EDUCATION

CONT'D

- **Community meeting - Aug. 26**

  - At Good Shepherd Presbyterian Church - 80 participants

  - Heard concerns from residents and businesses regarding parks and Safe Parking Lots

  - Provided education on different levels of homelessness, barriers, and started the conversation on potential solutions

  - Consensus from group that Safe Parking Lots, safe outdoor spaces are desired in Northglenn if it's the right location

  - Desire from the group for another community meeting in October

    - Oct. 21, 2021 at 6 p.m. at Good Shepherd Presbyterian Church

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REGIONAL PARTNERSHIPS

Adams County Intergovernmental Committee on Homelessness (ACICH) Priorities

1. Coordination of ARPA funds

2. Expand SWAP capacity and other severe weather planning
   a. Immediate need for additional options

3. Education campaign

4. Streamline data collection

5. Coordination of Emergency Housing Vouchers from Maiker Housing

6. Streamlining policies and procedures across Adams County and its municipalities

REGIONAL PARTNERSHIPS

Built for Zero

- National movement to reach functional zero

- First goal: End veteran homelessness

- Approximately 57 veterans on the By Name List

- Adams County team comprised of Adams County, MDHI, Thornton, Westminster, VA, Almost Home, Adams County Day Works, Volunteers for America, Access Housing, Community Reach Center, District Attorney's Office

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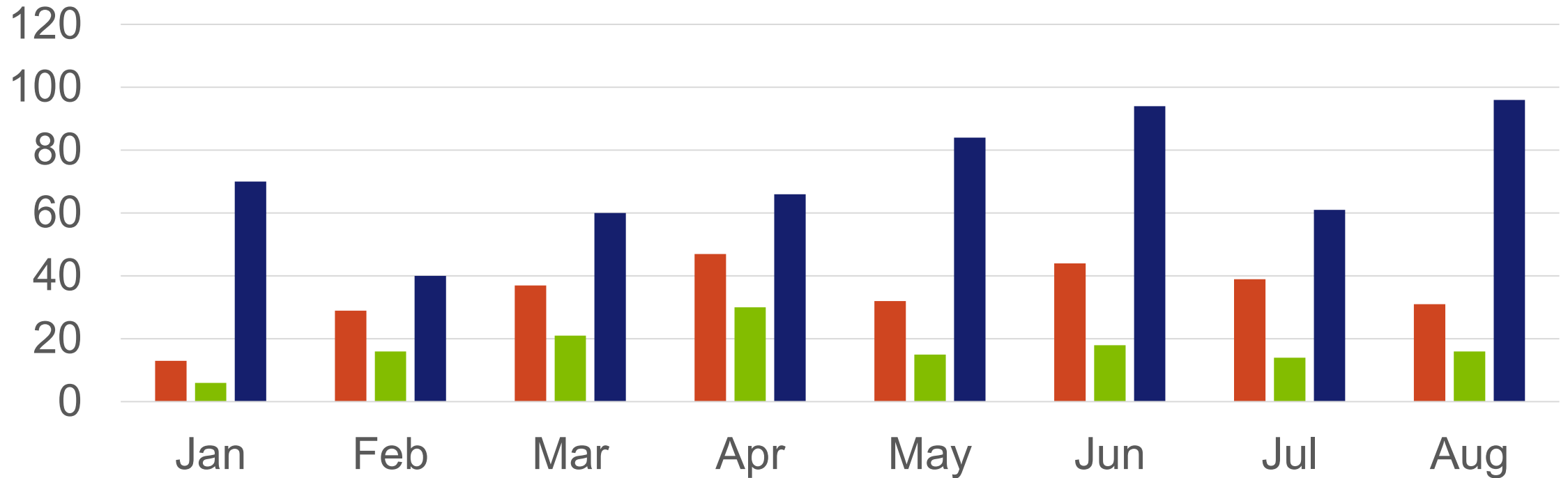# *REGIONAL PARTNERSHIPS*

Resource Office Hours

- Adams County Street Outreach Team
- Colorado Legal Services (coming soon)
- Adams County Health and Human Services (coming soon)

Community Organizations

- Crossroads Church
- Immaculate Heart of Mary Food Bank
- Good Shepherd Presbyterian Church
- Adams County Day Works
- The Crossing Church
- Community Reach Center

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2021 DATA

FREQUENTLY ASKED QUESTIONS

- **Why is this issue taking so long to address?**

- **I feel unsafe at Croke Reservoir. What is the city doing to address this?**

- **There is a large amount of trash and human waste left behind. What is the city doing to address this?**

- **Why isn't Adams County doing anything?**

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HOW THE COMMUNITY CAN GET INVOLVED

Visit the Northglenn Homelessness Community Task Force web page: www.northglenn.org/homelessness

- List of resources provided to PEH
- Link to Adams County resources
- Donate to Adams County street outreach efforts via Amazon
- Upcoming quarterly meeting dates
- Provide feedback on task force efforts

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COUNCIL DIRECTION

- **Add a portable toilet at Croke Reservoir and providing extra trash bags to address resident feedback**

- **Commit staff to partner with Adams County to explore options for a navigation or day center in Northglenn**

- **Explore overnight sheltering options in Northglenn for upcoming cold weather season**

CITY OF Northglenn

QUESTIONS?

Homelessness Programs & Strategic Direction

Community Safety & Well-Being

Our Vision

We believe the true measure of a community is how we treat our more vulnerable residents.

That Adams County is the most innovative and inclusive county in America for all families and businesses.

Homeward Adams Goals

Homelessness Data

Residents Living in Poverty Pre-COVID-19

511,868

ADAMS COUNTY RESIDENTS

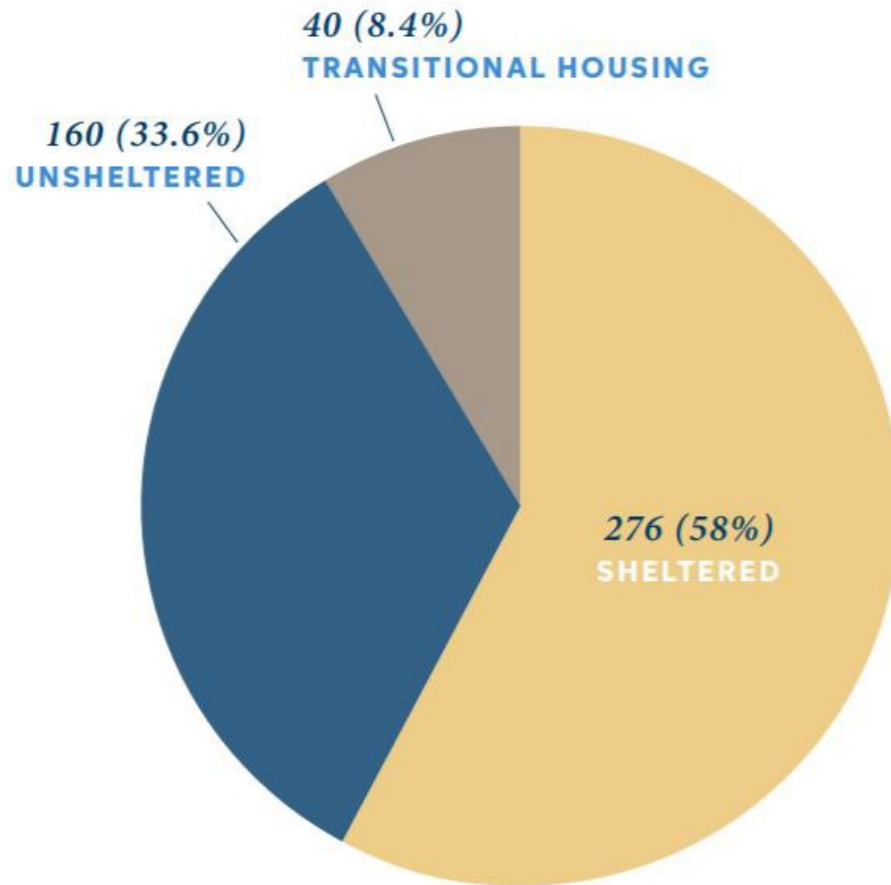**255,934 or 50%**

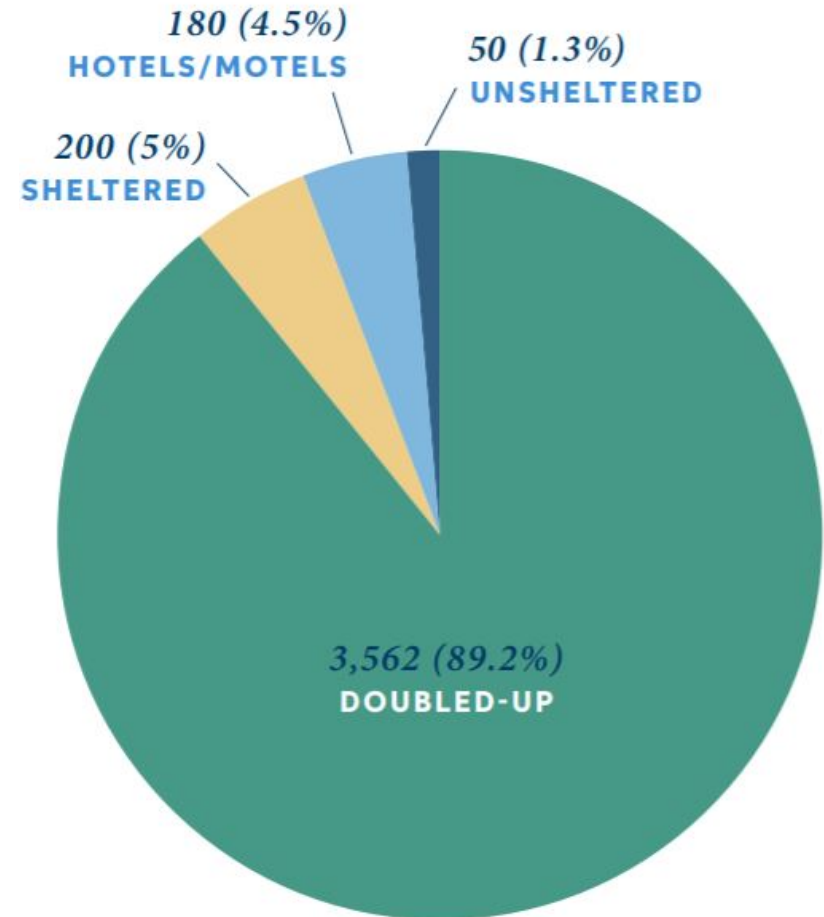RESIDENTS LIVE UNDER THE SELF-SUFFICIENCY LINE

47,000 or 9.2%

RESIDENTS UNDER THE POVERTY LINE

Homelessness Data Pre-COVID-19

160 (33.6%)
UNSHELTERED

40 (8.4%)
TRANSITIONAL HOUSING

276 (58%)
SHELTERED

Point-In-Time: 476 total individuals

180 (4.5%)
HOTELS/MOTELS

200 (5%)
SHELTERED

50 (1.3%)
UNSHELTERED

3,562 (89.2%)
DOUBLED-UP

McKinney-Vento: 3,992 total individuals

Homelessness & COVID-19

- Homelessness has increased by 40-45%.

- Adams County has the highest eviction rate of any county in Colorado

Existing Programs

Adams County Street Outreach Network

- Municipal collaboration
- Programs and services:
  - Communities of Practice
  - Mobile showers and laundry
  - P.O. boxes
  - Vaccine clinics and incentives
  - Central storage unit
  - Volunteer outreach (AmeriCorps VISTAs)

Severe Weather Activation Plan

- IGA with six municipalities

- Averted 8,300+ nights of unsheltered homelessness

- SWAP + app = SWAPP

- No-cost Lyft rides

Adams County Day Works

- 71 participants

- 35 have transitioned to permanent employment

- Painted 1,568 feet of fencing at the Riverdale Regional Park.

- Expanding to focus on veterans

Mobile Home Initiative

- Programs and services:
  - Know Your Rights Clinics
  - Direct representation
  - Legal advocacy
  - Targeted services

Eviction Prevention & Housing Stability

- Housing relocation for doubled-up families

- Eviction Prevention Subcommittee

- Tenant-landlord mediation

Resource Fairs

Quarterly One-Stop-Shops:
- Rental applications– 4
- No-cost phone applications – 2
- COVID-19 vaccines – 6
- Stimulus checks – 3
- VI-SPDATS- 6
- Public benefits applications– 8
  Day Works intakes – 6
- Laundry – 11
- ID/birth certificates – 10
- Pro-bono lawyer - 1

Built for Zero

- Partnership with Community Solutions

- Movement to make homelessness rare, brief, and one-time

- Of 57 veterans identified, 6 connected to housing assistance through the VA

Proposed Programs

Safe Parking

- Immediate, interim option

- Serving as convener by initiating community conversations and bringing partners together

- SWAP diversion

- Next Steps:
  - Temporary zoning designation
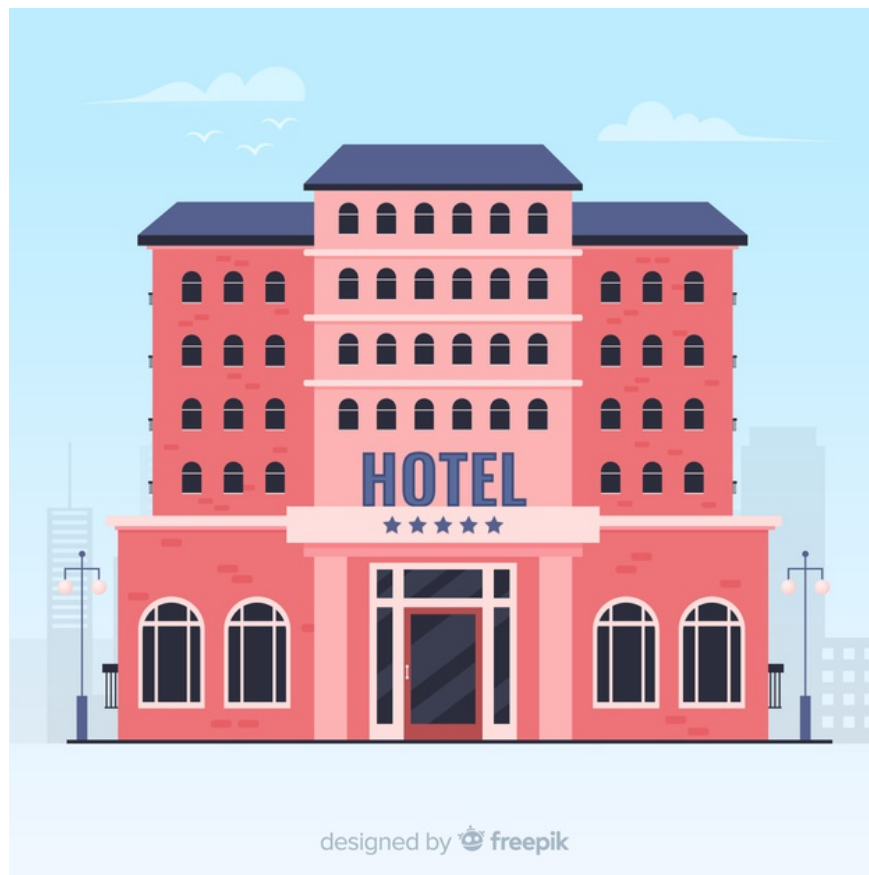 - Identify parking lots

Smart Benches

- Benches with solar energy,
  Wi-Fi, & charging ports
- Smartphone drive
- Increase connections with unsheltered residents

Filling Gaps in the Shelter-Housing Continuum

Exploring:

-Permanent Supportive Housing

-Transitional Housing

American Rescue Plan Act

HOUSING & HOMELESSNESS PREVENTION	$220,000
BUSINESS RECOVERY & WORKER SUPPORT	$577,320
CHILDREN & FAMILIES	$1,700,000
HEALTH CARE & PUBLIC HEALTH	$4,024,085
TECHNOLOGY & BROADBAND	$65,000
FOOD SECURITY, TRANSPORTATION & OLDER ADUTLS	$2,941,000
CONTINGENCY	$5,000,000
ADAMS COUNTY INTERNAL NEEDS	$470,347

TOTAL ALLOCATIONS	**$14,997,752**
AMOUNT LEFT FOR DISTRIBUTION	**$2,248**

County Priorities	*$10,000,000*
County Contingency	*$5,000,000*
External Application Process	*$35,000,000*
Total Funds Available	*$50,000,000*

Solving Homelessness requires community engagement.

file:///C:/Users/earll/Documents/Homelessness%20Reduction%20Strategic%20Framework.pdf

Thank you!
Want to get involved?

Volunteer
Donate
Amazon Wishlist
Homeshare
Speak Up