

What Can Cities do to Reduce Homelessness?

**League of California Cities Annual
Conference – September 2017**

The Institute for Local Government

**ILG is the non-profit
training and education
affiliate of**



**California Special
Districts Association**

Districts Stronger Together

About ILG

The Institute's goals are:

- **To assist local leaders in governing openly, effectively and ethically;**
- **To promote collaboration; and,**
- **To foster healthy and sustainable communities.**



ILG Programs



Ethics &
Transparency



Collaboration &
Partnerships



Local Government
Basics



Public
Engagement



Sustainable
Communities

Agenda

1:00 – Welcome, Introductions, Review Agenda

1:05 – Interactive Exercise

1:15 - Presentations

1:55 - Q&A

2:15 – Adjourn

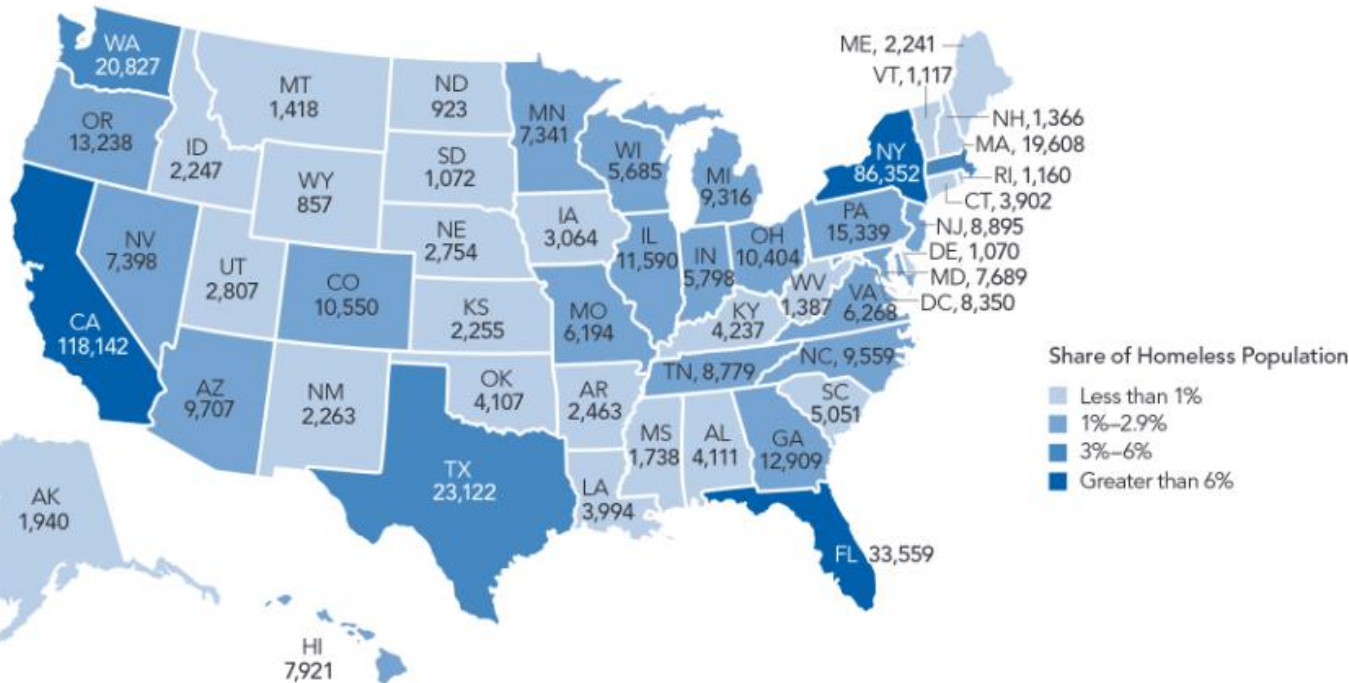
Today's Speakers

- Martin Gonzalez, Executive Director, Institute for Local Government
- Michele Steeb, Chief Executive Officer, Saint John's Program for Real Change
- Chris Richardson, Chief Program Officer, Downtown Streets Team

Exercise

- What challenges does your city face as you work to address homelessness?
- What opportunities to collaborate with other agencies do you see as your city works to address homelessness?

Homelessness in California- 2016



Major City CoCs	
CoC	Total Homeless
New York City, NY	73,523
Los Angeles City & County, CA	43,854
Seattle/King County, WA	10,730
San Diego City and County, CA	8,669
District of Columbia	8,350
San Francisco, CA	6,996
San Jose/Santa Clara City & County, CA	6,524
Boston, MA	6,240
Las Vegas/Clark County, NV	6,208
Philadelphia, PA	6,112

- Half of all people experiencing homelessness did so in one of five states: California (22% or 118,142 people); New York (16% or 86,352 people); Florida (6% or 33,559 people); Texas (4% or 23,122 people); and Washington (4% or 20,827 people).
- California accounted for nearly half of all unsheltered people in the country in 2016 (44%).

Department of Housing and Urban Development 2016 Annual Homeless Assessment Report to Congress

Joint League/CSAC Homelessness Taskforce

Background

Final Taskforce Meeting & Report

Upcoming Sessions/Workshops

Visit www.ca-ilg.org/homelessness for more information

Homelessness Through a Governance Lens

- What is your city's vision?
- What plans, policies, budgets and agreements do you have in place to support your city's vision?
- How are you supporting your city's efforts?
- How do you know it is working?
- How are you engaging and leading your community?

Tackling Homelessness Through a Collaborative Approach

Why
collaboration
is important

Benefits of
collaborative
approaches

Examples

Best
practices



“Saint John’s gave me my voice back.”

– IMANI O. –

POVERTY RATE MEASURES

Measure	1965	2015
US Census Traditional Measure	16.4%	15.3%
Supplemental Poverty Rate		20.6%
California Poverty Measure: All		40.8%
California Poverty Measure: Children		51.0%

**PPIC and Stanford Center on Poverty and Inequality: "Poor or near-poor Californians"*




BI-PARTISAN COMMITTEE ON POVERTY

AEI/Brookings institution--Two unequivocal assertions:

- The most important criteria for any social program is to strengthen people's ability to take responsibility for themselves and their children
- Employment must be at the center of any strategy to reduce poverty and increase economic mobility





**“It never even occurred to me that I could be on my own.
Saint John’s taught me I’m worth so much more...
that my happiness and my well-being are important.
They were my true family.”**

– MORAIMA I. –

SAINT JOHN'S PROGRAM FOR REAL CHANGE



VISION

Break the cycle of poverty and dependence one family at a time

MISSION

Unleash the potential of women and children in crisis



A PORTRAIT OF OUR FAMILIES

DEMOGRAPHICS

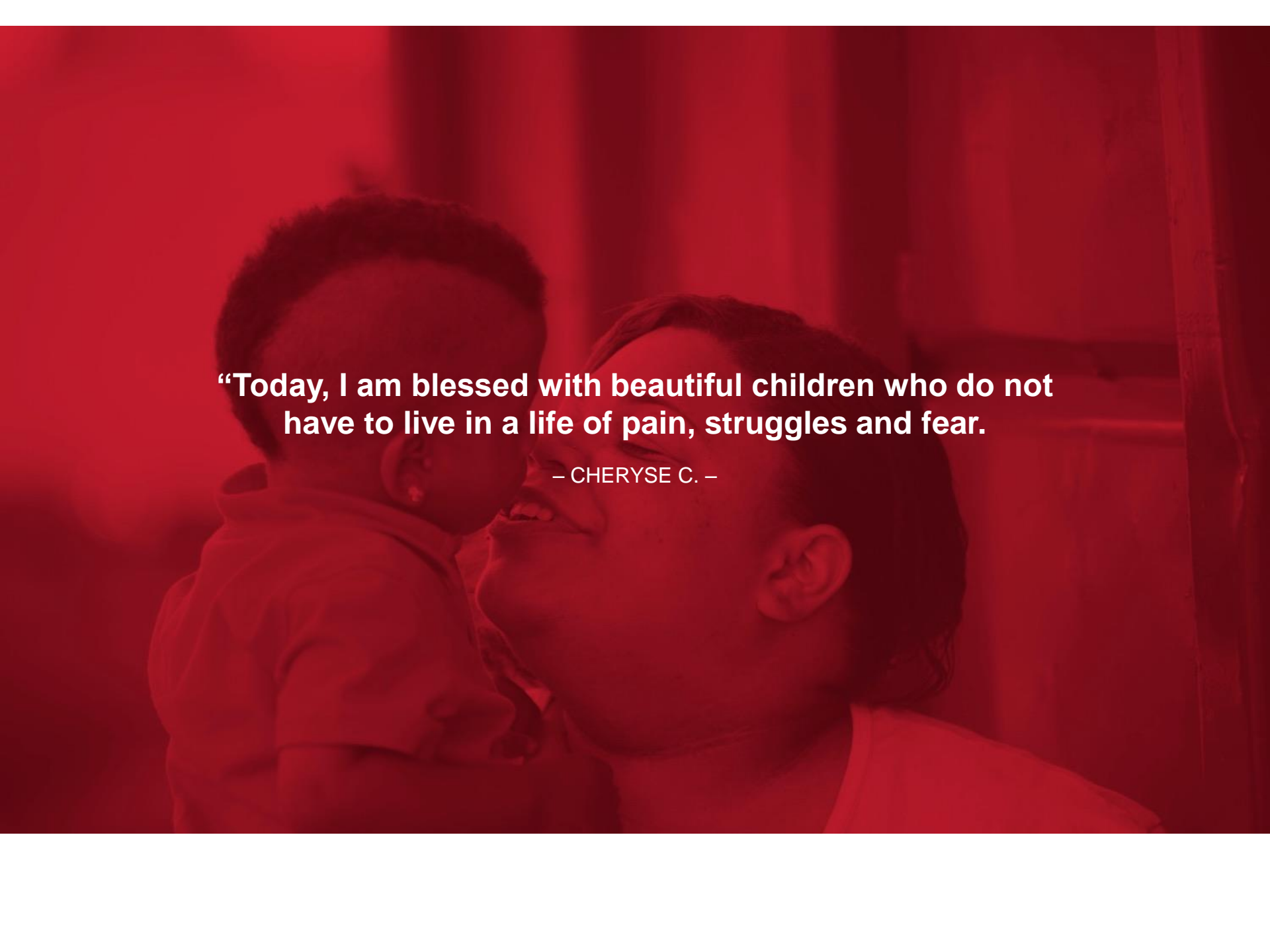
- 34 years old with two children
- 36% African-American
- 34% Caucasian
- 7% Hispanic
- 23% Mixed & Other

CHALLENGES

- 74% struggle with substance abuse
- 68% experience domestic violence
- 60% with criminal history
- 54% struggle with mental illness
- 52% no high school diploma/GED

100% lack stable work history/current employment



A photograph of a woman holding a baby, overlaid with a red filter. The woman is smiling and looking at the baby. The text is centered over the image.

“Today, I am blessed with beautiful children who do not have to live in a life of pain, struggles and fear.

– CHERYSE C. –

A DAY-IN-THE-LIFE **BEFORE** SAINT JOHN'S



- Insufficient public transportation system
- Uncoordinated support services
- Logistics nightmare
- No centralized case management



SAINT JOHN'S SOLUTION

Eliminate chaos. Give Change a chance.



- Completely coordinated support services
- Coordinated schedule
- Centralized support
- All transportation provided by Saint John's



A FULLY-INTEGRATED PROGRAM TO SUPPORT WOMEN AND CHILDREN IN MAKING REAL CHANGE

- **Therapy:** Alcohol and other drugs, domestic violence, individual, group and family counseling, case management
- **Classes:** Budgeting, parenting, healthy relationships, breaking habits, positive thinking, role modeling, high school, exercise, and meditation

- **Hands on Employment Training:** *Plates, Plates Midtown, First Steps*
- Career placement

DAY 1

Stabilization

12-18 MONTHS

Independence

Parent Development

Employment

Child Development

Housing

- Preschool programs/school readiness
- Developmental screenings and early intervention services
- Literacy programs and phys-ed
- Partnership with Boys and Girls Club and YMCA.

- Stabilization housing
- Transitional housing
- Permanent housing



FIVE LEVELS: A CONTINUUM OF SUCCESS

1 Stabilization	2 Employment Training and Self Development	3 Advanced Employment Training and Positive Network Development	4 Job Acquisition and Self-reliance	5 Family Sustainability and Community Involvement
<p><i>Month 1</i></p> <ul style="list-style-type: none"> • Assessment—mental, physical, interpersonal and vocational • Basic education—life skills, pre-employment-training skills 	<p><i>Months 2-4</i></p> <ul style="list-style-type: none"> • Hands-on employment training • Self awareness • Contributing to program • Financial literacy/Identification of financial responsibilities including fines 	<p><i>Months 5-6</i></p> <ul style="list-style-type: none"> • Conclusion of vocational training • Move to more independent living—Our Second Story • Career exploration and preparation • Focus on building support network 	<p><i>Months 7-10</i></p> <ul style="list-style-type: none"> • Working in full-time, non-subsidized employment • Increased family and school stability • Continued living at OSS • Healthy boundaries 	<p><i>Months 11+</i></p> <ul style="list-style-type: none"> • Transition to Independent Housing Program • Becoming provider for family • Self-reliant • Confident • Community contributor • After-care up to three years

Progression through the 12-18 month program continuum

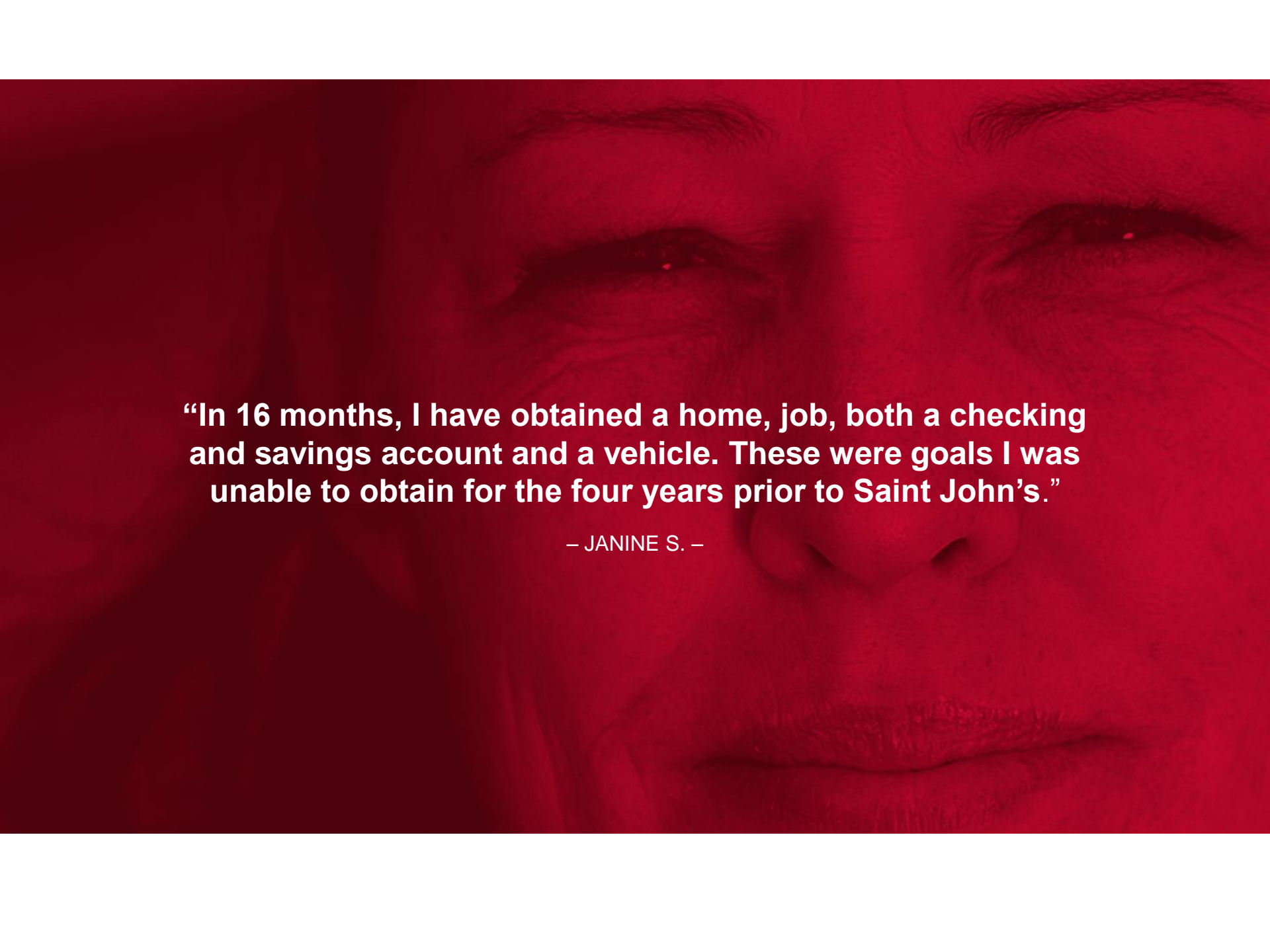


SUPPORTING THE CHILDREN

While a woman is rebuilding herself, children experience the benefits of a structured daily routine and a safe predictable environment, including:

- Quality early care and learning
- Supportive Learning-Enriched Environment
- Social and Emotional Support
- School Readiness
- Parental Education





“In 16 months, I have obtained a home, job, both a checking and savings account and a vehicle. These were goals I was unable to obtain for the four years prior to Saint John’s.”

– JANINE S. –

MEASURING SUCCESS: METRIC #1

CLIENTS SERVED

Metric	2014	2015	2016
Program Clients Served	330 Women and Children	348 Women and Children	364 Women and Children
Respite Clients Served	171 Women and Children	224 Women and Children	158 Women and Children
TOTAL	146 Women + 184 Children 437	181 Women + 167 Children 572	190 Women + 174 Children 522

Average length of stay: 186 days



MEASURING SUCCESS: METRIC #2

ACHIEVEMENTS BY LEVEL

Level
Timeline
Housing
Health and Wellness
Integrated-Services Hours
Formal Education
Employment
Financial & Legal
Privileges
Child Services



MEASURING SUCCESS: METRIC #2

ACHIEVEMENTS BY LEVEL

Level	1 - Courageous
Timeline	Month 1
Housing	-Jackson (Gateway) -Housing Workshop -VI-SPDAT
Health and Wellness	-Health Assessment -Register for PCP -CM and Therapy -AOD Support
Integrated-Services Hours	148 (cum. 148)
Formal Education	-Collect Transcripts -Enroll/Register
Employment	Orientation
Financial & Legal	-Money Matters -Credit Report -Organize Debts -ID Legal Issues -Documents Collection
Privileges	
Child Services	-On-site Childcare -School Registration -Start CPS Reunification



MEASURING SUCCESS: METRIC #2

ACHIEVEMENTS BY LEVEL

Level	1 - Courageous	2 - Learning
Timeline	Month 1	Months 2-4
Housing	-Jackson (Gateway) -Housing Workshop -VI-SPDAT	-Jackson (Gateway) -Ready to Rent -Remediating barriers (evictions/credit)
Health and Wellness	-Health Assessment -Register for PCP -CM and Therapy -AOD Support	-CM and Therapy -AOD Support
Integrated-Services Hours	148 (cum. 148)	432 (cum. 580)
Formal Education	-Collect Transcripts -Enroll/Register	-High School On-site
Employment	Orientation	Training: -264 cum. hours (NHS) -216 cum. hours (HS) -Transportation Plan -Childcare Plan
Financial & Legal	-Money Matters -Credit Report -Organize Debts -ID Legal Issues -Documents Collection	-Budget Development -Payment Plans -\$500 saved
Privileges		-Dream Builder -Leadership (SFC, TS)
Child Services	-On-site Childcare -School Registration -Start CPS Reunification	-Apply for Child Action -Reunification Visits



MEASURING SUCCESS: METRIC #2

ACHIEVEMENTS BY LEVEL

Level	1 - Courageous	2 - Learning	3 - Determined & Confident
Timeline	Month 1	Months 2-4	Months 5-6
Housing	-Jackson (Gateway) -Housing Workshop -VI-SPDAT	-Jackson (Gateway) -Ready to Rent -Remediating barriers (evictions/credit)	-OSS (Transitional) -Ready to Rent
Health and Wellness	-Health Assessment -Register for PCP -CM and Therapy -AOD Support	-CM and Therapy -AOD Support	-CM and Therapy -AOD Support
Integrated-Services Hours	148 (cum. 148)	432 (cum. 580)	292 (cum. 872)
Formal Education	-Collect Transcripts -Enroll/Register	-High School On-site	-High School On-site
Employment	Orientation	Training: -264 cum. hours (NHS) -216 cum. hours (HS) -Transportation Plan -Childcare Plan	Training: -456 cum. hours (NHS) -360 cum. hours (HS) -Job Readiness -Food Handlers Cert. -PT employment
Financial & Legal	-Money Matters -Credit Report -Organize Debts -ID Legal Issues -Documents Collection	-Budget Development -Payment Plans -\$500 saved	-Financial Focus -Debt Barriers Resolved -\$750 saved
Privileges		-Dream Builder -Leadership (SFC, TS)	-Dream Achiever -External Speaking
Child Services	On-site Childcare -School Registration -Start CPS Reunification	-Apply for Child Action -Reunification Visits	-Reunification



MEASURING SUCCESS: METRIC #2

ACHIEVEMENTS BY LEVEL

Level	1 - Courageous	2 - Learning	3 - Determined & Confident	4 - Prepared with Expectations
Timeline	Month 1	Months 2-4	Months 5-6	Months 7-10
Housing	-Jackson (Gateway) -Housing Workshop -VI-SPDAT	-Jackson (Gateway) -Ready to Rent -Remediating barriers (evictions/credit)	-OSS (Transitional) -Ready to Rent	-OSS (Transitional) -Apartment Search
Health and Wellness	-Health Assessment -Register for PCP -CM and Therapy -AOD Support	-CM and Therapy -AOD Support	-CM and Therapy -AOD Support	-CM and Therapy -AOD Support
Integrated-Services Hours	148 (cum. 148)	432 (cum. 580)	292 (cum. 872)	292 (cum. 1,164)
Formal Education	-Collect Transcripts -Enroll/Register	-High School On-site	-High School On-site	-HS Diploma/Grad
Employment	Orientation	Training: -264 cum. hours (NHS) -216 cum. hours (HS) -Transportation Plan -Childcare Plan	Training: -456 cum. hours (NHS) -360 cum. hours (HS) -Job Readiness -Food Handlers Cert. -PT employment	-Plates Graduation -PT/FT employment
Financial & Legal	-Money Matters -Credit Report -Organize Debts -ID Legal Issues -Documents Collection	-Budget Development -Payment Plans -\$500 saved	-Financial Focus -Debt Barriers Resolved -\$750 saved	-Financial Capacity -Budget -\$1,000 saved -Deductions and Employee Benefits
Privileges		-Dream Builder -Leadership (SFC, TS)	-Dream Achiever -External Speaking	
Child Services	-On-site Childcare -School Registration -Start CPS Reunification	-Apply for Child Action -Reunification Visits	-Reunification	



MEASURING SUCCESS: METRIC #2

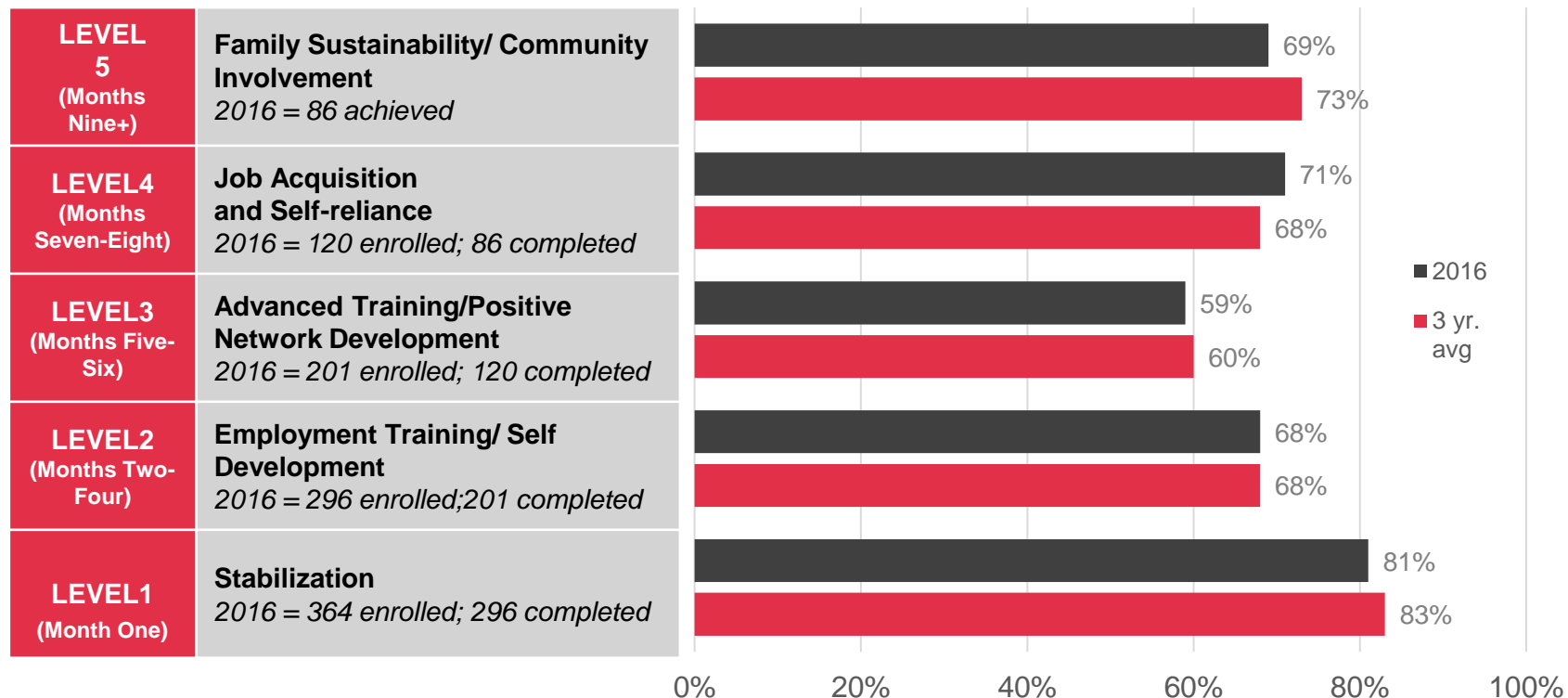
ACHIEVEMENTS BY LEVEL

Level	1 - Courageous	2 - Learning	3 - Determined & Confident	4 - Prepared with Expectations	5 - Experienced & Flourishing
Timeline	Month 1	Months 2-4	Months 5-6	Months 7-10	Months 11+
Housing	-Jackson (Gateway) -Housing Workshop -VI-SPDAT	-Jackson (Gateway) -Ready to Rent -Remediating barriers (evictions/credit)	-OSS (Transitional) -Ready to Rent	-OSS (Transitional) -Apartment Search	-Apartment
Health and Wellness	-Health Assessment -Register for PCP -CM and Therapy -AOD Support	-CM and Therapy -AOD Support	-CM and Therapy -AOD Support	-CM and Therapy -AOD Support	-CM and Therapy -AOD Support
Integrated-Services Hours	148 (cum. 148)	432 (cum. 580)	292 (cum. 872)	292 (cum. 1,164)	
Formal Education	-Collect Transcripts -Enroll/Register	-High School On-site	-High School On-site	-HS Diploma/Grad	
Employment	Orientation	Training: -264 cum. hours (NHS) -216 cum. hours (HS) -Transportation Plan -Childcare Plan	Training: -456 cum. hours (NHS) -360 cum. hours (HS) -Job Readiness -Food Handlers Cert. -PT employment	-Plates Graduation -PT/FT employment	-FT employment
Financial & Legal	-Money Matters -Credit Report -Organize Debts -ID Legal Issues -Documents Collection	-Budget Development -Payment Plans -\$500 saved	-Financial Focus -Debt Barriers Resolved -\$750 saved	-Financial Capacity -Budget -\$1,000 saved -Deductions and Employee Benefits	- Financial Stability - Long-Term Goals - Maintain/Grow Savings
Privileges		-Dream Builder -Leadership (SFC, TS)	-Dream Achiever -External Speaking		
Child Services	-On-site Childcare -School Registration -Start CPS Reunification	-Apply for Child Action -Reunification Visits	-Reunification		



MEASURING SUCCESS: METRIC #3

ENROLLMENT AND PROGRESSION BY LEVEL



MEASURING SUCCESS: METRIC #4

1850% INCREASE IN MONTHLY INCOME PER CLIENT



Plus...

- Retirement of debt from fines
- Tax-taker to tax-payer



MEASURING SUCCESS: METRIC #5

\$13M SAVED ANNUALLY

Metric	2016
Program Clients Served	364 Women and Children
Costs Per Person– SJP	\$14,000
Costs Per Person– HUD/CTY EST	\$50,000
TOTAL ESTIMATED SAVINGS PER PERSON PROVIDED TO TAXPAYERS	\$36,000

For the 364 women and children served in 2016, there was a net savings of \$13M to taxpayers.



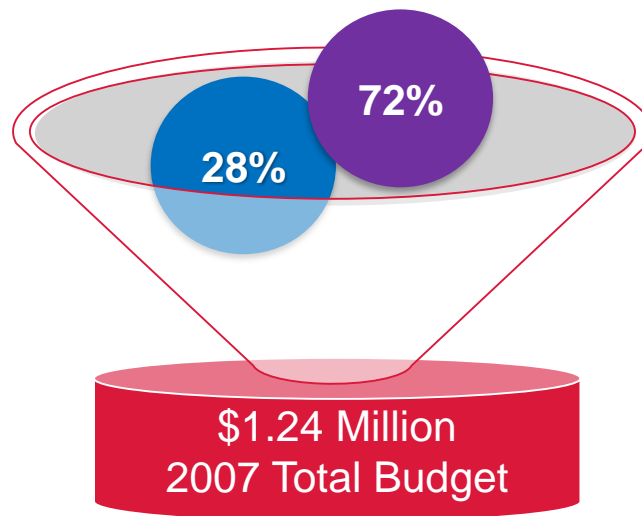
A photograph showing the lower legs and feet of several people standing on a red carpet. The image is heavily tinted with a dark red color. The carpet is a vibrant red, and the people's legs are in various positions, suggesting they are waiting or standing in a line. The lighting creates strong shadows on the carpet.

“Saint John’s taught me that I’m responsible for my own life. I never grasped that before. I learned to take charge.”

– CYNTHIA B. –

FUNDING PICTURE 10 YEARS AGO

An Emergency Shelter serving up to 100 women and children/day



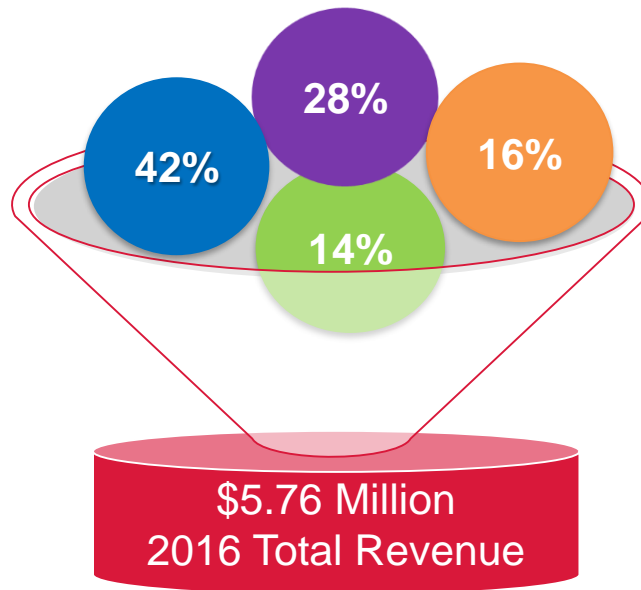
2007 Sources of Funding

- Public
- Corporations, Individuals, Foundations



FUNDING PICTURE TODAY


A 12-18 month program serving up to 180 women and children/day



2016 Sources of Funding

- Public Funding
- Individuals, Foundations, Corporations, Special Events
- Earned Income
- Volunteers/In-kind Donations



A photograph of a woman smiling and holding a child, overlaid with a red filter. The woman is on the right side of the frame, looking down at the child. The child is on the left side of the frame, looking up at the woman. The background is a solid red color.

**“Saint John’s helped me learn what I am capable of.
When I accepted what I had been through, and I asked
for help, my weaknesses became my strength.”**

– CHRISTINA C. –


IN A NUTSHELL: REAL CHANGE IS POSSIBLE

- It begins by approaching each woman and child as an individual
- It includes **self-reliance** versus an entitlement
- It includes structure and 'life rules' (giving back, budgeting, etc.)
- It includes providing **comprehensive** 'dependence-to-independence' services, all-under-one-programmatic roof and is unparalleled in the state*

This replicable model is key for **single-mother led families to overcome multiple barriers** and permanently escape the cycle of poverty and abuse...

* *Sacramento's Center for Strategic Economic Research*





**“It never even occurred to me that I could be on my own.
Saint John’s taught me I’m worth so much more...
that my happiness and my well-being are important.
They were my true family.”**

– MORAIMA I. –



saint john's
PROGRAM FOR REAL CHANGE

**THANK YOU FOR YOUR INTEREST IN
PERMANENTLY BREAKING THE CYCLE OF
POVERTY AND DEPENDENCE FOR WOMEN
AND CHILDREN!**



**DOWNTOWN
STREETS
TEAM**

HOMELESSNESS AFFECTS EVERYONE



The Community, City Hall
And Public Services



Police and CJS



Public Health
and Hospitals

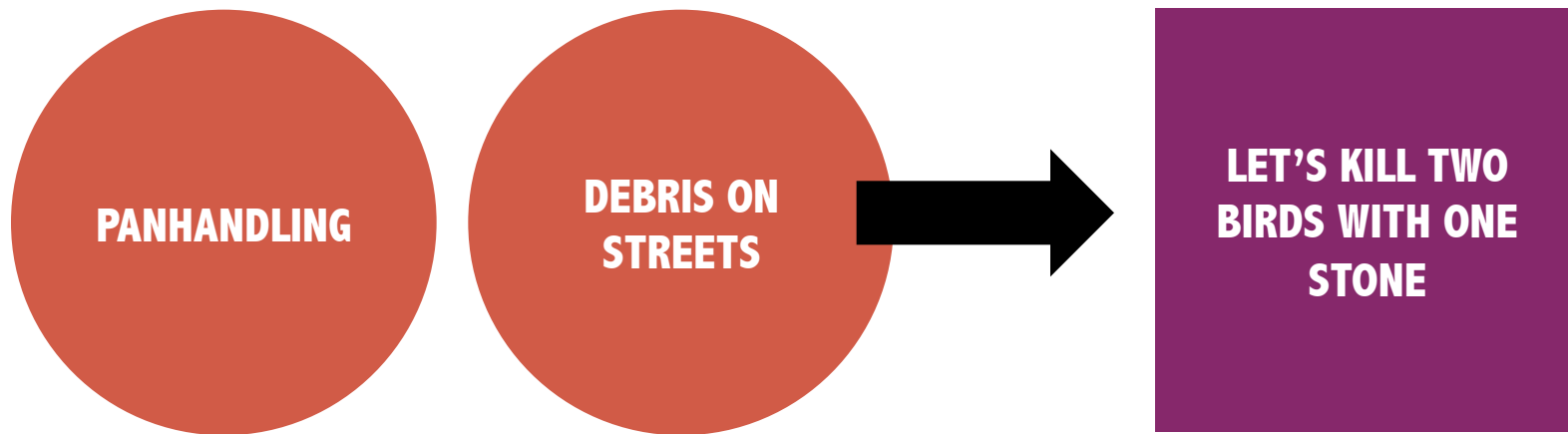


Environment



Taxpayer, Tourism
And Small Business

WHY OUR MODEL ORIGINATED



WORST THING ABOUT BEING HOMELESS?

- The cold
- Feeling safe at night/lack of sleep
- Services are lacking
- Don't know where I'll get my next meal
- Not sure if I'll have shelter tonight or don't like shelters
- Can't shower, have clean clothes or practice good hygiene
- Have to stand in a lot of lines
- Can't keep my things safe and have to carry them around
- No privacy
- Can't always use the bathroom when I need to
- Other (please explain): The way people look down on me



OUR MODEL IN A NUTSHELL

- Homeless and low-income people volunteer with us and work collaboratively on beautification projects around the community
- In return, Team Members receive a basic needs stipend while receiving case management and employment services

“ The vibe in the room, with its cargo of ragged-ass, beaten-up, undefeated people, is ebullient—**part church revival and part 12-step meeting, with a little hiring hall and job fair thrown in.** As people get up and tell their stories, they’re interrupted by shouts of “Go, Kevin!” and “Yeah!” . . .Impossibly cheerful staffers relay practical information about jobs, housing, and classes.

—San Francisco Magazine

WHEN A TEAM MEMBER
RECEIVES THEIR YELLOW
T-SHIRT, IT'S SYMBOLIC
OF A NEW BEGINNING.





PEER-TO-PEER MODEL

LADDER OF SUCCESS



The Family Album Project

FUNDING



- **CDBG**
 - Economic Development
- **Public Works/Parks and Rec**
- **BIDs**
- **Corporate Sponsors**
- **Chamber of Commerce**
- **Environmental Organizations**

A photograph of two women, members of the Downtown Streets Team, engaged in conversation. They are both wearing bright yellow t-shirts with the team's name printed on them. The woman on the left is wearing a black knit beanie and is smiling. The woman on the right has long dreadlocks and is gesturing with her hand. The background is a plain, grey wall.

Who would have thought the solution to ending homelessness would be to involve the people who ARE homeless?

The Family Album Project



745
PEOPLE
HOUSED

6.64 months
UNTIL 1st
HOUSED*

17 PER
MONTH*



678 Jobs
Held Over
90 Days

5.77 months
UNTIL 90 DAY
EMPLOYMENT*

11
JOBS/MONTH
LASTING 90
DAYS*



4,206,082
Gallons Of
Debris
Removed

1,802,576
CIGARETTE
BUTTS
UPCYCLED

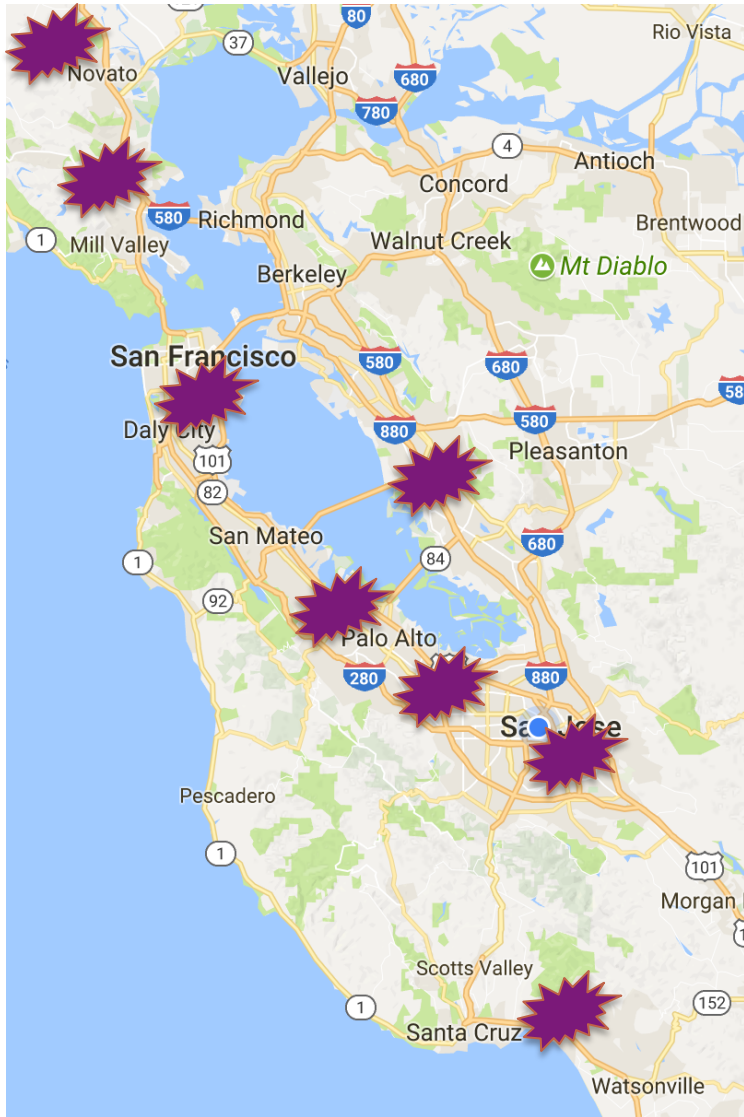
\$12.86 AVG
HOURLY WAGE



As a result of participating with us

90%

REPORTED IMPROVED
SELF-ESTEEM, PRIDE
AND OR SENSE OF
SELF-WORTH



Interest From

Oakland

- **Downtown**
- **West Oakland**
- **East Oakland**

Berkeley

Sacramento and West Sacramento

Nationwide interest: Los Angeles/Long Beach, New York, Philadelphia, Baltimore, and more

COMMUNITY BENEFITS

- **Cleaner Streets/environment**
- **Cost effective solution**
- **Immediate results**
- **Addresses behavioral issues**
- **Highly Visible Action/Good PR**
 - Attitude shift amongst residents



LESSONS LEARNED

- **Perception is important**
- **We cannot build our way out of homelessness**
- **Unhoused people need to be involved in the fight against homelessness**
- **Expansion is tricky**
 - Open Sourcing
 - Wholly managed branches
 - Affiliate Network



Questions?



Thank You!

- **Michele Steeb, Saint John's Program for Real Change**
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