



CACH

*COLLABORATIVELY
ADDRESSING
HOMELESSNESS
NOVEMBER 15, 2019*

STEPHEN SMITH, ESQ.

In the summer of 2019, Stephen was contacted by the CACH organization and asked to assess their community response to homelessness and draft a ten year plan.

Stephen graduated from Oberlin College and obtained his Juris Doctor from Case Western Reserve University. He is licensed to practice law in Ohio and Pennsylvania.

Originally from northwestern Pennsylvania, Stephen spent most of his adult life in Cleveland, Ohio, where he practiced law and worked in the financial services industry as an advisor to America's wealthiest families. He moved to York County in 2008 to join Calibre, a division of Wachovia Wealth Management in Charlotte.

Stephen made a Halftime® transition in 2010 by redefining success and re-orienting his focus toward second-half significance. His Halftime mission is:

To be a bridge builder between marketplace leaders and society's materially vulnerable so that both can be transformed by God's love.

STEPHEN SMITH, ESQ.

Over the last twenty years Stephen has volunteered and served on boards of numerous organizations that serve the underserved. He has served as the Executive Director of the following nonprofit organizations:

The Harvest Center of Charlotte, Charlotte Family Housing, Freedom Communities

Stephen has been happily married to Wendi, his college sweetheart, for many years. They are the parents of three fantastic children.

It is hoped that this report will not simply sit on a desk somewhere, but will help usher in a renewed focus on making this community a safe and habitable community for everyone.

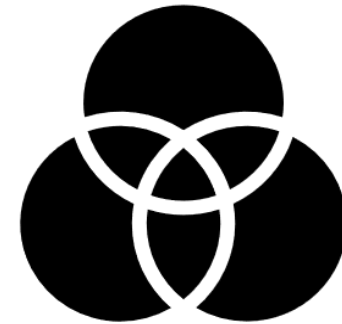
As a resident of this community, I am committed to volunteer my services to help bring about the recommendations I have outlined in this report.

*On behalf of those we are called to serve,
Stephen*



SCOPE OF RESPONSIBILITIES

- Assist in creating a new 10 year Plan for Homelessness in Rock Hill, SC
- Assessment of population needs
- Assessment of homelessness system capacity, performance and access
- Development of short-term (1yr), Medium-range (3 – 5yrs), and Long-term (7-10 yrs) goals and activities to reduce homelessness
- Community Engagement
- Incorporate plans of implementation, strategies and steps to proceed



YORK COUNTY POPULATION; GROWTH, GROWTH RATE

2018	274,118	7,972	3.00%	
2017	266,146	8,293	3.22%	
2016	257,853	7,267	2.90%	

MEASURING THE HOMELESS POPULATION

- The U.S. Department of Housing and Urban Development (HUD) requires that communities receiving federal funds from the McKinney-Vento Homeless Assistance Grants program conduct a count of all sheltered people in the last week of January annually. Electronic administrative records are used to enumerate people living in emergency shelters and transitional housing.
- Collecting data on homelessness and tracking progress can inform public opinion, increase public awareness, and attract resources that will lead to the eradication of the problem. If homeless youth are not included in local point-in-time counts, their needs could be under-represented as governments, nonprofits, and key stakeholders at the federal, state, and local level plan to respond to the problem.
- Point-in-time counts help communities plan services and programs to appropriately address local needs, measure progress in decreasing homelessness, and identify strengths and gaps in a community's current homelessness assistance system.

MEASURING THE HOMELESS POPULATION

- The Point-in-Time (PIT) count is a snapshot of persons experiencing unsheltered and sheltered homelessness on a single night in January. Unsheltered homelessness is categorized as any person residing in a place not meant for human habitation, such as the street, a car, or an abandoned building.
- Sheltered homelessness includes individuals and families residing in Emergency Shelter, Transitional Housing, or Safe Haven. HUD requires CoCs to conduct an annual sheltered count every year and an unsheltered count at least every other year.
- In 2019, all four Continuums of Care in South Carolina conducted both a sheltered and unsheltered count of persons experiencing homelessness with January 23, 2019 as the single night of reference.
- On January 23, 2019, across all four South Carolina Continuums of Care, 4,172 persons experienced homelessness.

MEASURING THE HOMELESS POPULATION

2019 York County PIT COUNT

■ Unsheltered	15
■ Sheltered	109
■ Total	124
■ Veterans	11
■ CH	24



- Across the state 65% of the affected individuals were men and 34% were woman although in York County the percentage was much higher for men.

HOMELESSNESS PROJECTIONS 2020-2021



- Policymakers and planners use projections to gauge future demand for food, water, energy, and services, and to forecast future demographic characteristics. Population projections can alert policymakers to major trends that may affect economic development and help craft policies that can be adapted for various projection scenarios.
- Based on the last 5 years of PIT counts, projections for the 2020 & 2021 PIT counts forecast a slight increase in the number of folks experiencing homelessness. The forecasted data was calculated using the Excel forecasting functions. This function uses a process called triple exponential smoothing (ETS) to take existing or historical data sets to make predictions based on the patterns present.

ASSESSMENT OF SYSTEM CAPACITY, PERFORMANCE AND ACCESS

ASSESSMENT OF SYSTEM CAPACITY:

- In an effort to gain a client focused view of the system capacity performance and access, on the evening of July 21, 2019, I posed undercover as a gentleman experiencing homelessness. I created a short video log of my experience. From a capacity standpoint the most glaring issues were as follows:
 - There was insufficient emergency shelter capacity. I was told that unless I got on the waiting list for Bethel by 5:45 I would not have a place to sleep. I was told that it was not guaranteed (even if I arrived at 5:45) that I would be seen or provided overnight shelter.
 - I understand that Bethel now is a year round shelter and capacity has increased to 37 beds. However, a community this size needs an Emergency Shelter for men, woman and children.
 - The Haven increasing its beds from 12 to 24 when it moves to the Pathways location will help increase transitional housing beds but not emergency shelter beds.

ASSESSMENT OF SYSTEM CAPACITY, PERFORMANCE AND ACCESS

PERFORMANCE:

- Best practices in the homelessness area now focus on a ‘trauma centered’ approach to individuals experiencing homelessness. Trauma training of front line workers is critical. While the service workers I encountered during my undercover experience were kind, they were clearly lacking in trauma training.
- The need for Trauma training is vital, particularly because according to the September 2019 State of Homelessness Report from the White House, the “policing” of street activities and different “policing policies” will affect the incidents of homelessness. Clearly, particularly as it relates to chronic homelessness, the pendulum swings between the criminalization of homelessness versus the trauma focused treatment of homelessness.

ASSESSMENT OF SYSTEM CAPACITY, PERFORMANCE AND ACCESS

ACCESS:

- It was very challenging having physical access to services of Bethel because of its location off of Dave Lyle. In addition, The Haven was extremely difficult to access. Although Pathways is located on a bus line (and The Haven will be moving in that area) during my visits to Pathways, I observed more security personnel than clients. My observation was clearly limited, however, my observations are offered to suggest the need for trauma training. Access is more than physical proximity, but creating a psycho social environment where clients feel invited to participate in services with dignity as partners.



SYSTEM CAPACITY BY HOUSING TYPE

INFORMATION BEING CONFIRMED

- PERMANENT SUPPORTIVE HOUSING BEDS

- (5 Pilgrim's Inn)

- TRANSITIONAL HOUSING BEDS*

- (5 Pilgrim's Inn, 12 The Haven), (Tender Hearts)

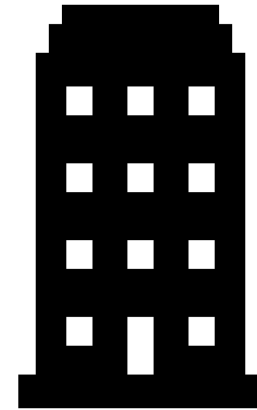
- RAPID RE-HOUSING

- Number of Beds Varies (Pilgrims Inn)

- EMERGENCY SHELTER

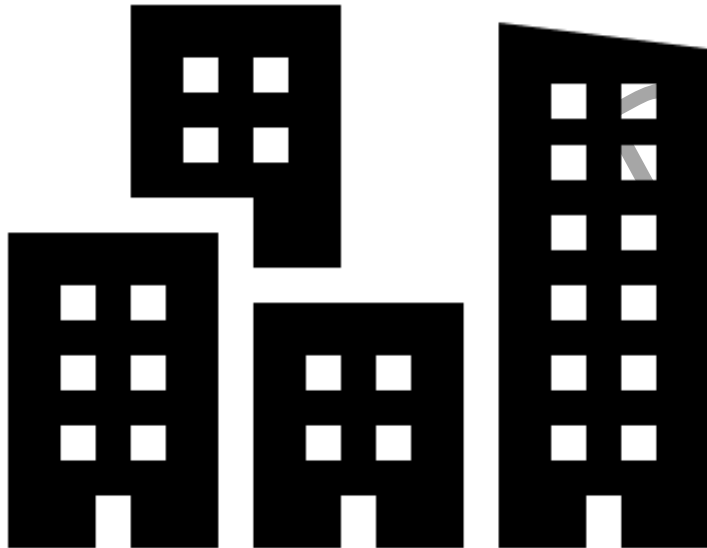
- 35 (Bethel) (20 Room in the Inn)

DRAFT



SYSTEM CAPACITY BY HOUSING TYPE

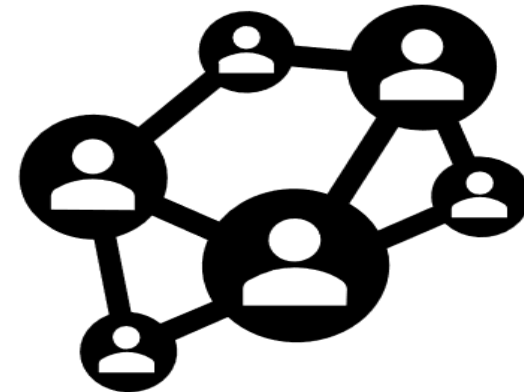
- There is no clear community decision making on prioritization of need and prioritization of services, and the following gaps were noted:



- Emergency Shelter for Women
Including:
Women exiting prison,
Women and youth victimized by sex trafficking
- LGBTQ Community
- Teens/Young Adults
*(although Children's Attention home has 5 beds
in it's transitional housing program)*

SYSTEM CAPACITY AND FUNDING

- The conventional HUD driven community homeless systems are in place in York County. There are federal funds, community development block grant funds, emergency solution grants, HUD vouchers and private funding. With limited funds and non-profits struggling for funding, the system ills that are apparent all over the country, are apparent in York County;
 - Organizations who operate in a silo for funding
 - Wait lists for services and affordable housing
 - Duplication of services (food pantries, clothing centers, etc.)



FUNDING OPTIONS

- HUD Funding
- Faith-Based Community
- Individuals
- Grants
- Foundations



OBSERVATIONS

- However, based on my observations, interviews and interaction with the people of York County, I believe they deeply care about this community and all of its citizens. I believe the greatest capacity that they have is to find ways to craft solutions to stubborn problems that have alluded many other communities. I believe their greatest capacity is their willingness to work together and help this community before it's too late.
- CACH is the most logical choice to articulate a community wide vision, mission and strategy to address homelessness issues in this community. With strong leadership and accountability for community goals, resources would flow more readily into this community.

OBSERVATIONS

- As a member of the Midlands Area Coalition for the Homeless CoC, CACH must make a strategic decision to embrace the MACH vision, mission and values or decide to craft it's own. It's failure to more strategically align with MACH will severely limit the federal funding available for this community.
- This is most recently demonstrated by MACH's failure to receive any projects in the 2019 CoC application submitted by MACH in September of 2019.
- In the FY 2018 Continuum of Care Competition Award for MACH, York County received less than 3% of the 3.2M funding that was awarded.

OBSERVATIONS

- The three CoC federal priorities that this community is not certain about, but, must embrace and build on most emphatically if it is to secure additional federal funding are as follows:
 - **Coordinated Entry System** - Although this community currently embraces CES, based on my observation, the system is not completely understood or embraced across all of the participating organizations.
 - **Housing First Model** - This community is divided on whether Housing First is a viable model across the entire homelessness spectrum and most organizations I visited had program requirements.
 - **Prioritization of Need** - Who should be served first? Is the VI-SPDAT tool sufficient to answer the question of how limited resources should be allocated?
- In addition, the CACH organization must present a strategy to include Lancaster and Chester counties which are technically part of the CACH umbrella.

OBSERVATIONS FROM THE COMMUNITY

There is a misunderstanding of CACH's role, hurt feelings about organizations who received funding, distrust of new organizations and sadness over the closing of the ROC.

CACH MISSION STATEMENT

To advocate for safe, decent, and affordable housing for individuals and families residing in York, Lancaster and Chester Counties of South Carolina; and to promote public awareness while fostering community action relating to these issues.



OBSERVATIONS FROM THE COMMUNITY

Quotes from community members



“Would like to see CACH be an equipping/ training network:

- Quarterly training (fundraising, leadership, etc.)
- It could be structured where those that are members can benefit from equipping, training, etc.
- Spirit of collaboration is present in this last year greater than what she has seen in many years.”

OBSERVATIONS FROM THE COMMUNITY

- “Here’s the next year plan, not the ten year plan. And get as many to buy into a community goal. Everything is about picking up the banner , leading the charge and holding them accountable and closing the loop.”
- “CACH is not necessarily on board with pathways. The consensus of non profit executives is that Pathways center will “take their money”.
- “They have power, they have bought a building and are asking funders to donate and this will take away from what is already happening on the ground. The fear is that they will “take all the money”

DRAFT



CONSULTANT OBSERVATIONS

- I. The housing landscape has changed since CACH was founded many years ago and for CACH to have greater community influence it must evolve. Admittedly, there will always be a need to make a community aware of homelessness issues and to provide support to organizations. However, today CACH is not seen as a community influencer.



CONSULTANT OBSERVATIONS

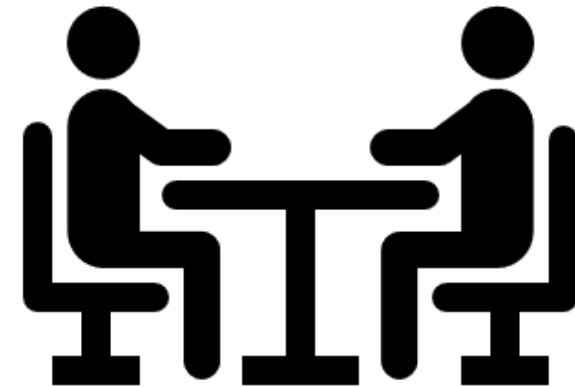
2. Although per the Point in Time count, homelessness in South Carolina is declining, there are ominous storm clouds that are apparent for which the community does not seem prepared., such as:
 - A. Significant YOY growth of homeless population across the country and particularly in Mecklenburg County (folks are being sent here from Meck County) where significant resources were devoted to combating same.
 - B. Continued gap in housing affordability and economic upward mobility in this area.
 - C. As is the case in most communities, the non-profit service organizations are primarily and almost singularly focused on organizational goals and objectives, particularly as it relates to funding.



There is a lack of a coordinated community game plan to address homelessness and it's varying underlying factors such as employment, addiction, job training and mental health issues. As is seen across the country, agencies in York County work predominately in silos.

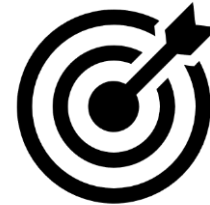
GENERAL RECOMMENDATIONS

- NO SIMPLE SOLUTION for the Homelessness epidemic in the United States
 - SO MANY Factors that contribute to and exasperate the homelessness crisis
 - TOO MANY individuals embrace simple solutions without considering all related factors
- MOST EFFECTIVE RESULTS OCCUR WHEN:
 - Overlapping of services is minimized or eliminated
 - Collaboration is embraced
 - Funders listen to, respect and support experts in this field
 - Reporting/documenting systems compliment each other



SPECIFIC RECOMMENDATIONS

1. If CACH is to have an influential community voice they must embrace a new vision and mission as the organization that is best equipped to shape the community game plan to address homelessness and affordable housing.
2. They must clearly articulate a compelling vision, mission and strategy.
3. The leadership of CACH, while unparalleled in their commitment, lack the organizational structure and the time margin, to implement community wide solutions. The membership model, governance structure and leadership must change immediately.



SPECIFIC RECOMMENDATIONS

4. Although it is laudable, based on my interviews, observations and analysis, in lieu of one single 10 year plan, CACH should focus on successfully creating and then implementing a 1 year plan. If it can successfully articulate and hold stakeholders accountable to a 1 year plan it will then begin to build community credibility for another one year plan, and then a three year plan and then finally a five year plan.
5. There are specific capacity needs in this community such as shelter beds for woman, additional permanent supportive housing beds, expanded services for youth and the McKinney Vento population, a landlord consortium, rapid rehousing and focus on 30-60% AMI, etc. However, the most glaring issue is the need for a “Community Quarterback” organization that has the community credibility to bring diverse stakeholders together and lead forward to address these complex issues. I believe CACH can be that organization.

SPECIFIC RECOMMENDATIONS

6. My recommendation is that CACH have one major goal for 2020 and that is to re-establish its identity and establish itself as the “Community Quarterback” organization for York County around the issues of homelessness. Over the course of the next twelve (12) months CACH must undertake to do the following things:
 - A. Convene an all CACH meeting and outline the Vision, Mission and Values of the organization. If CACH is to continue to be a part of MACH, schedule a meeting with the MACH leadership and CACH leadership and get specific deliverables about how CACH can successfully deepen its engagement pursuant to the MACH strategic plan.



How to determine success of this goal?

Success will be determined by the extent of increased funding in 2021

SPECIFIC RECOMMENDATIONS

7. Present the following value proposition to its members:

Provide four (4) no cost training sessions in 2020 as follows:

- Becoming a Trauma informed care organization and community
- Development/fundraising
- Coordination of care across a continuum
- Self Care for Non Profit leaders



How to determine success of this goal?

Success will be measured by increased member engagement based on meeting attendance and 2021 dues paying memberships.

SPECIFIC RECOMMENDATIONS

8. With its Vision, Mission and Values (VMV) in hand, I recommend the CACH leadership engage in a bridge building initiative, first with their membership and secondly with community stakeholders. This bridge building initiative must include but is not limited to the following community stakeholders such as City and County officials, council members, police and healthcare professionals, business leaders (including real estate developers and landlords) and college officials. The goal of this initiative is to “sell” the CACH VMV.

How to determine success of this goal?



Success will be measured by 2020 survey results of CACH membership compared to 2019 survey results.

9. By *November 15, 2020* compile a pictorial vulnerability index of the homeless adults in the community in an effort to more efficiently connect them to services in the continuum and to more humanely present the need for increased investment in homeless services and affordable housing in this community

10. The population of this community is going to continue to rise and without a Community Quarterback organization to address these issues, this community will be playing defense and trying to react to a major crisis.

RECOMMENDATIONS FOR FUTURE DISCUSSION

- If CACH adds sufficient value, then by January of 2021, it could consider revising its membership criteria. Currently, the organizational bylaws state that there are two types of members: organizational and individual. Both types of members are allowed to vote. The CACH website states that individual membership is \$5 and organizational membership is \$25. Based on the results of its 2020 membership year, I recommend that the bylaws be amended to provide the following responsibilities of membership

- Monthly Meeting Attendance

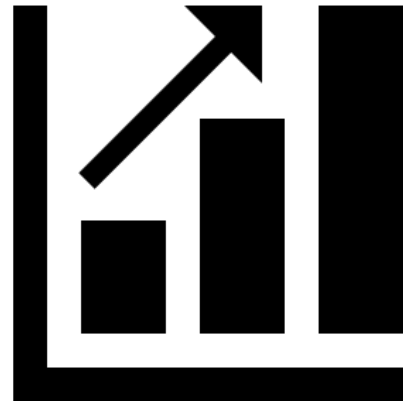


- Involvement in a subcommittee



RECOMMENDATIONS FOR FUTURE DISCUSSION

- Payment of an Annual membership fee (which I recommend be increased and based on the organizational size, as follows:



- Annual budget of less than 100k- \$X
- Annual budget of less than 250k- \$X
- Annual budget of less than 500k- \$X
- Annual budget greater than 500k- \$X

RECOMMENDATIONS FOR FUTURE DISCUSSION

- For said membership dues the CACH organization will provide the following:
 - Six (6) trainings per year on various topics (HUD compliance, Development, volunteer engagement, Human Resource management, etc.)
 - Development and fundraising consultation
 - Emergency financial support to member organizations.



APPENDIX

SURVEY QUESTIONS AND RESULTS:

- 1) Do you think we need a 10-year plan to end homelessness in York County?
Yes = 20 No = 4
- 2) Do you think we need more money to solve homelessness in York County?
Yes = 21 No = 3

If Yes, circle where the money would come from (can choose more than one):

~HUD

~Foundations

~Churches

~Private Individuals



APPENDIX

3) Do you think we need more organizations to address the homelessness situation in York County?

Yes = 13

No = 11

4) Do you think organizations collaborate well to end homelessness in York County?

Yes = 15

No = 6

Neutral = 1

5) Do you think we have the systems in place to effectively address homelessness in York County?

Yes = 13

No = 9

REFERENCES

- 1. The State of Homelessness in America- The White House.gov
- 2. Midlands Matters 2019 Point In Time Count and Youth Count
- 3. 2019 HUD CoC Materials
- 4. 2019 Racial Disparities and Assessment Report MACH
- 5. In-person Interviews
- 6. CACH Executive Committee Advance Results
- 7. Survey Results
- 8. Researched Shelter Capacity