City of Greeley Colorado

Agenda for Mayor's Taskforce on Homelessness – Thursday, April 10th, 2025, 11:00am – LINC Library Innovation Center

Important Information

This meeting will be held at the LINC Library Innovation Center at 501 8th Avenue. We will be in LINC Event Space, which is on the West end of the building in the hall under the staircase. Lunch will be served.

Agenda

11:00 am – 11:30 am: Lunch

11:30 am – 11:35 am: Welcome from Mayor Gates

- Acknowledged the group's efforts and emphasized the progress being made
- Highlighted community collaboration as key to addressing homelessness
- Introducing a new model as a step forward.

11:35 am – 11:40 am: Update on MTF 2024 goal to house 70 chronically homeless from Juliana Kitten

- We achieved 64 out of 70 (91%) of the chronically homeless housing goal for April 2023-April 2024
- This goal was developed to build collaboration, trust, and alignment.
- As this taskforce moves forward, we can lead to more strategic goals for the next 3 to 5 years.

11:40 am – 11:45 am: Data Update from Jenn Barnett
See Attached presentation

- Reviewed Key homelessness data for the Homeless Management Information System(HMIS).
- Chronic vs. non -chronic homelessness identified differing needs. We don't want those staying in homelessness to fall into chronic homelessness.
- Outreach faces challenges with encampment movement making it more difficult to connect with people in need of assistance
- Emergency Shelter and Outreach support are the entry points for individuals and families experiencing homelessness.
- Data is crucial to help inform decision making and measure success.

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11:45 am – 11:50 am: Introduction of Stella M Model System from Mandy Shreve

- Brooke is a consultant we hired to assist in providing a predictive modeling system for the City of Greeley.
- Brooke has spent the past few months learning and gathering information and data about our current homeless response system to identify gaps in the system and strategies to close those gaps.

11:50 pm- 12:55 pm: Stella M Model System and Strategies Presentation- Brooke Spellman
See Attached presentation

- The Model system presented is a roadmap for taskforce members to follow and understand ways we need to think about resources.
- It is possible to build out the current system to have a more balanced response. Through Gap Analysis, we can identify how to build a balanced response.
- In the presentation, chronic homelessness is referred to as long term homelessness and annual inflow are people in the system who are not chronic. Due to differing needs among the two groups it is important to understand each need and scale appropriately.
- The current system is built to respond to the crisis. We need to shift from a crisis response system to rehousing those entering the system. This will require us to have two strategies at once: working on getting a balanced system in place while also continuing a surge in response for those already experiencing homelessness.
- Important takeaways:
    - Entry points for the system are through outreach and emergency shelter
    - The connection between the pathways in the system is crucial. Having a shared understanding and agreement is very important for a balanced response system.
    - Precision and refinements are necessary as the need can change.
    - The model presented on is built on a 1:15 ratio in reference to cost for staffing to client need. Housing first model of housing is 1:10 is the best practice ratio. The current model input was entered at 1:15 with the assumption that with a system that is balanced it would be more sustainable as the needs wouldn't be as high.
- Next Steps: The real work begins with implementation
    - Are there inputs that need to be refined
    - Generate Cost Projections
    - Prioritize Strategies to fill gaps and enhance system infrastructure and performance.

Side Note: Vincent from Housing Authority has 200 housing vouchers but needs HUD funding of approx. 2 million dollars a year. If we can somehow fund approx. 2 million dollars through a different funding source the 200 vouchers could be used.

12:55pm-1:00 pm: Closing Statement from Mandy Shreve

- Mandy will be taking information from the modeling system shared in meeting to Council in May. Encouraged members of the taskforce to talk to their boards and decision-makers.
- Identified next steps as digesting the information presented, continued collaboration among community partners, alignment and preparing for implementation.

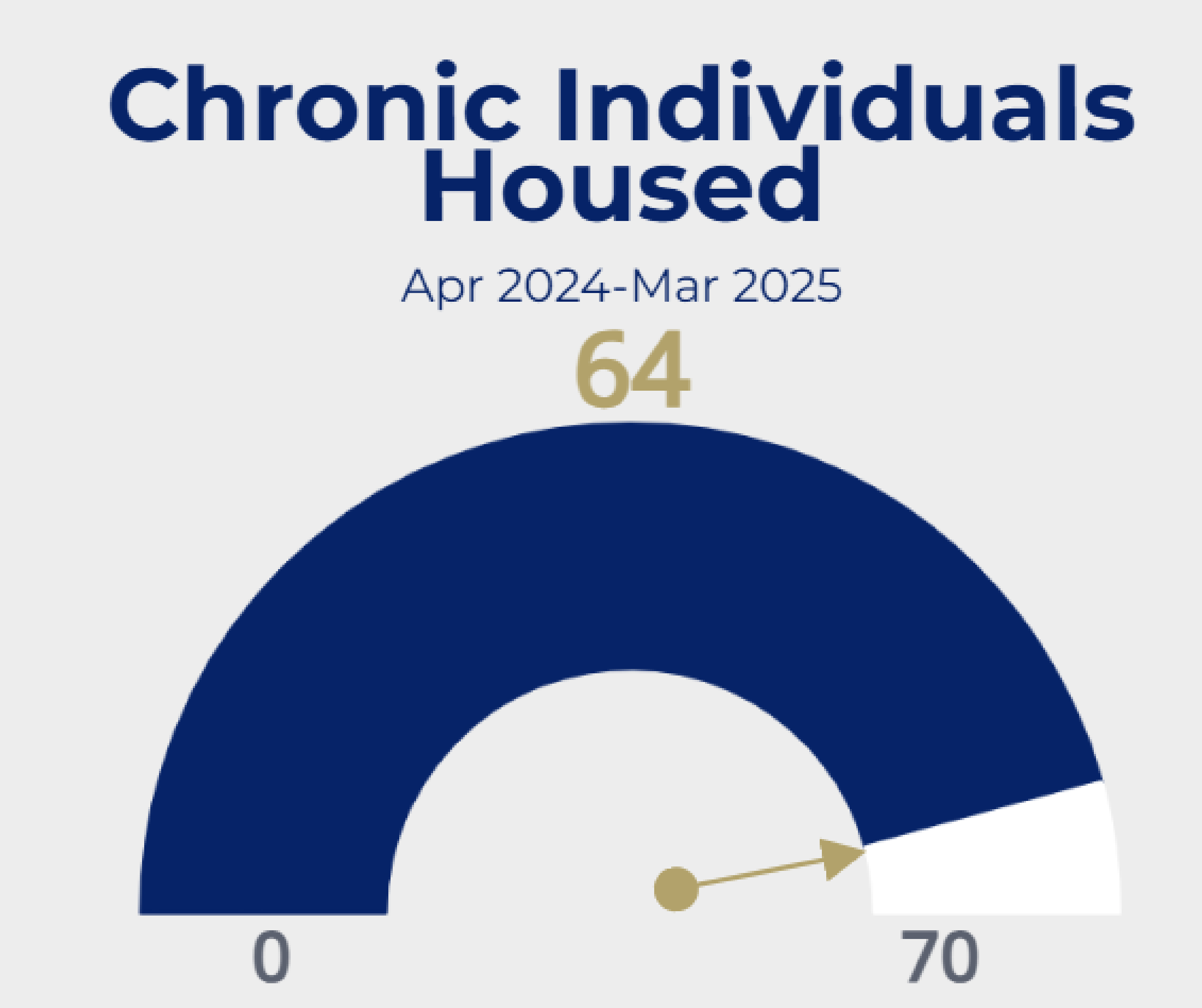
<u>Next Mayor's Taskforce on Homelessness Meeting:</u>
Thursday, July 10, 2025
11:00 AM – 1:00 PM
Family Funplex, 1501 65th Avenue, Greeley, CO 80634- Community Rooms A and B

Mayor’s Taskforce on Homelessness
April 10, 2025

Agenda:

- Welcome - Mayor Gates
- Update on MTF 2024 Goal – Juliana Kitten
- Data Update – Jenn Barnett
- Introduction of Stella M Model System- Mandy Shreve
- Stella M Model System and Strategies Presentation- Brooke Spellman
- Closing Statement- Mandy Shreve

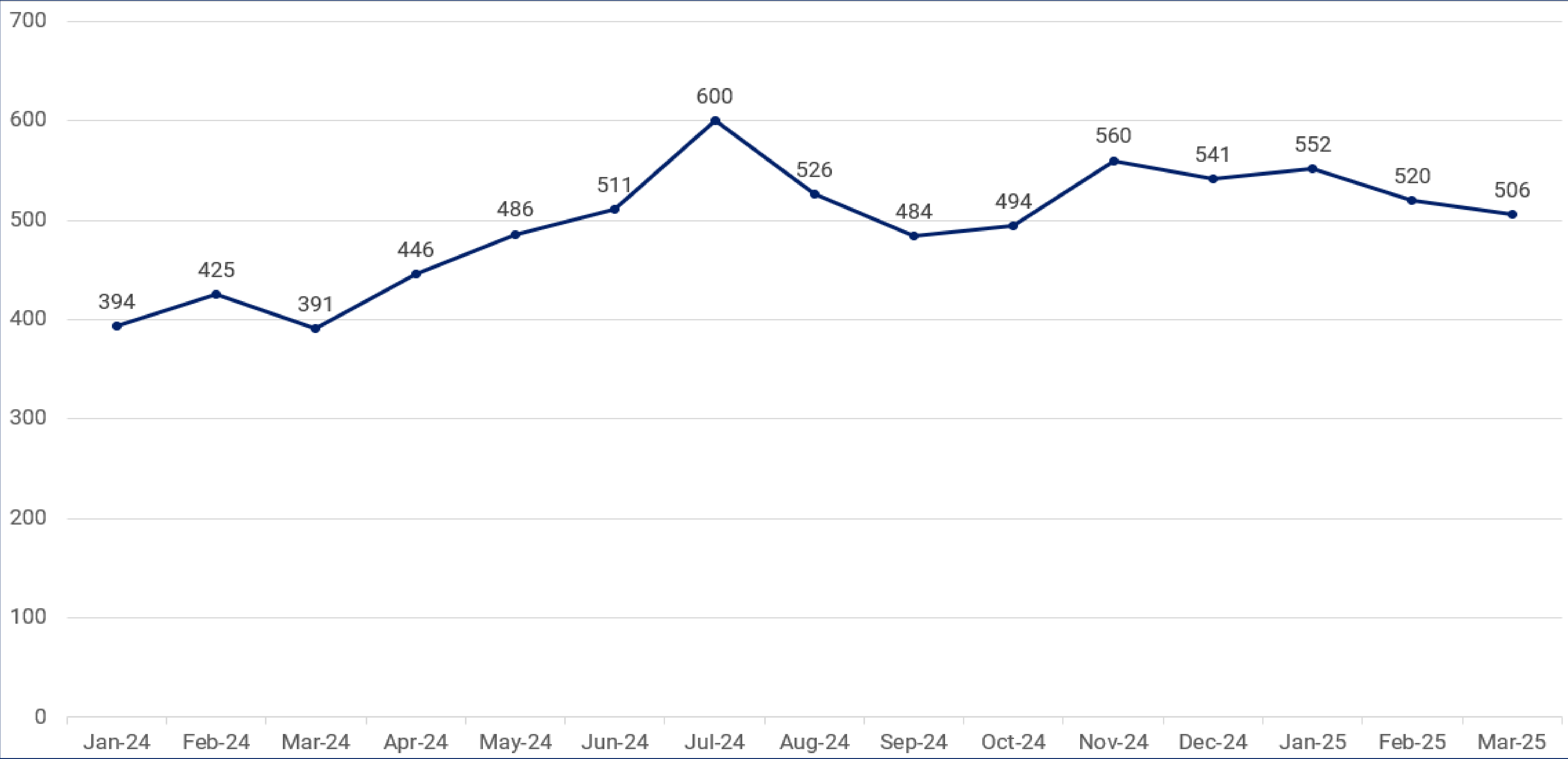
Mayor's Task Force Goal Progress



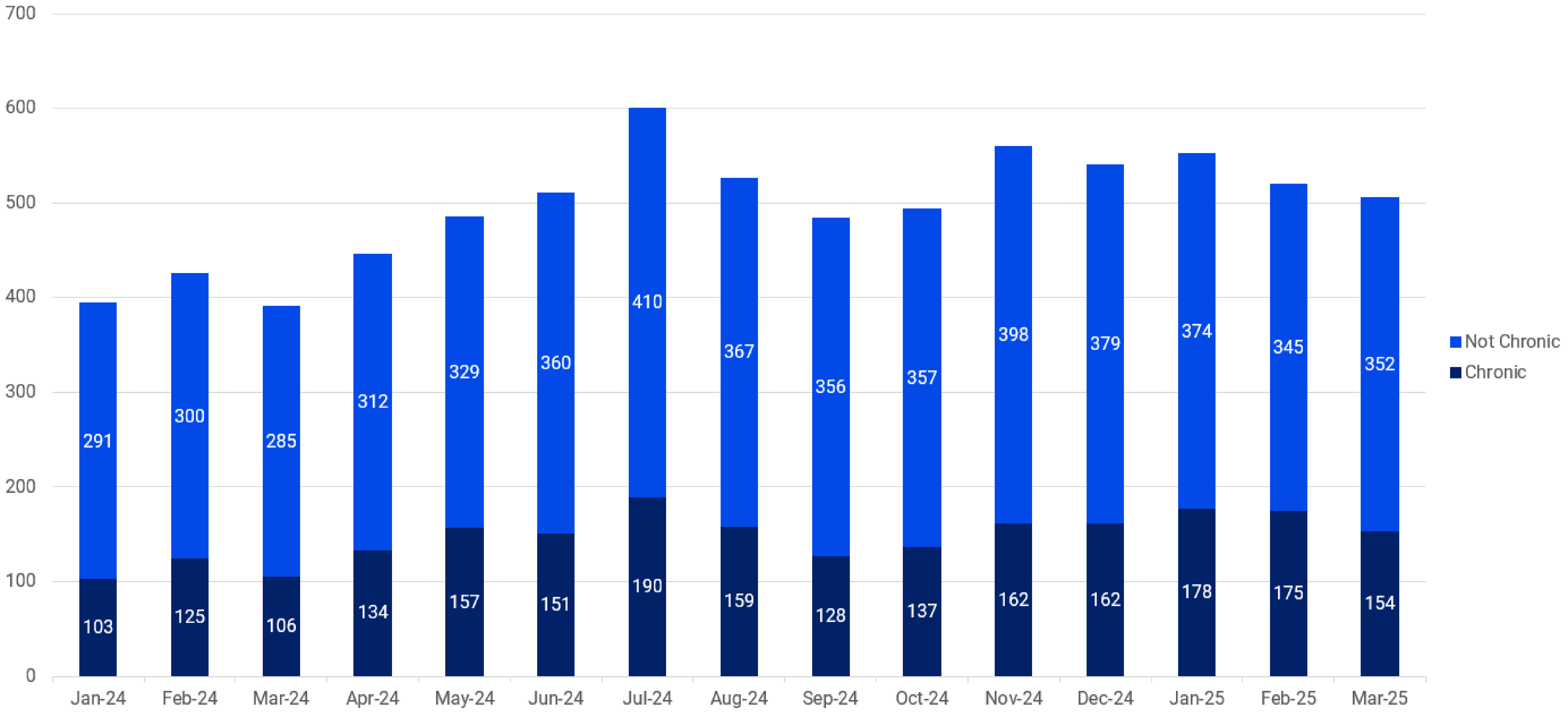
Agencies contributing to goal progress:

- Almost Home
- Catholic Charities
- City of Greeley
- North Range Behavioral Health
- United Way of Weld County

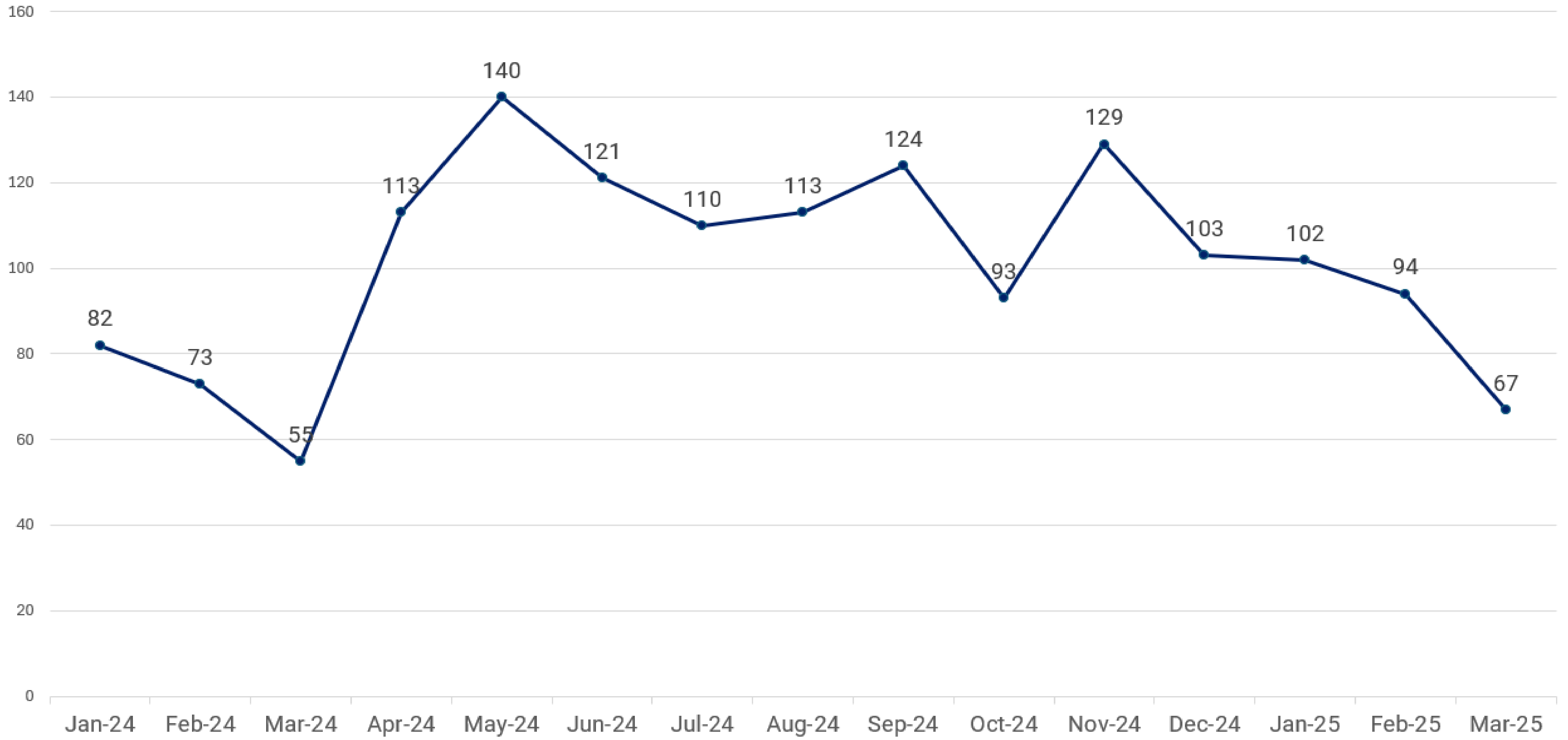
Number of Individuals Served



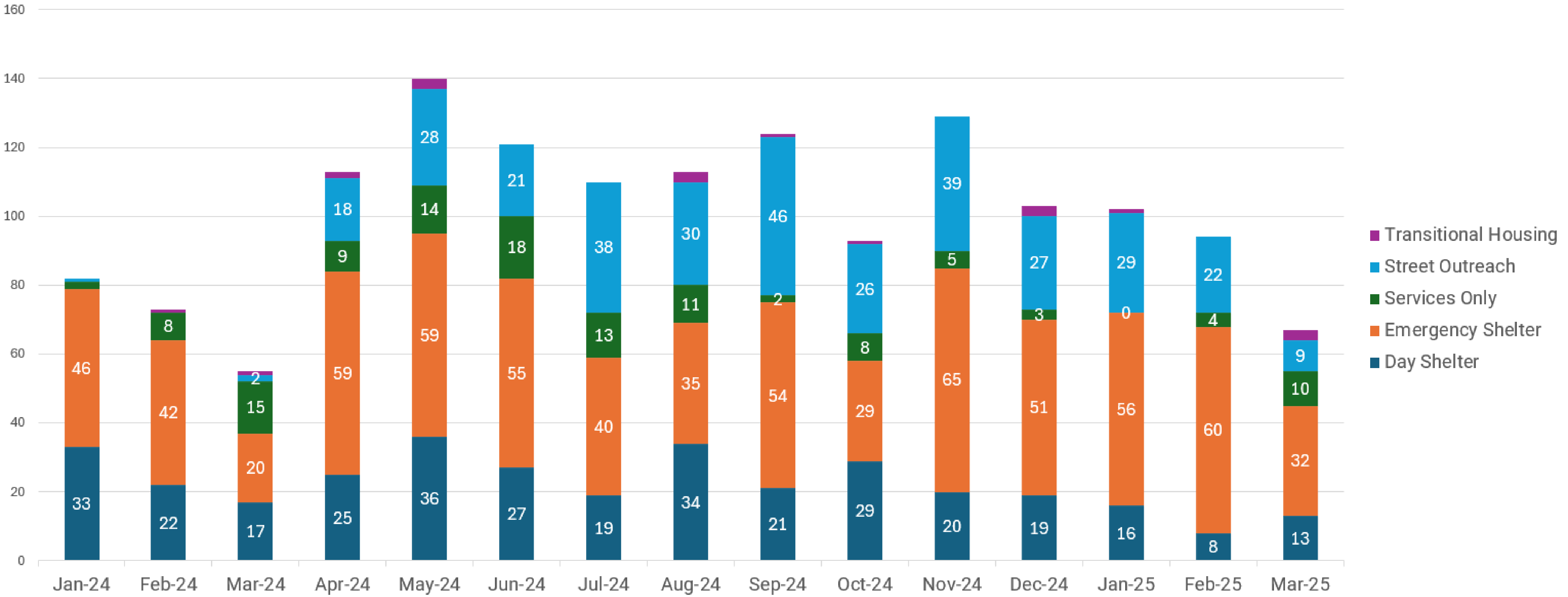
Number of Individuals Served



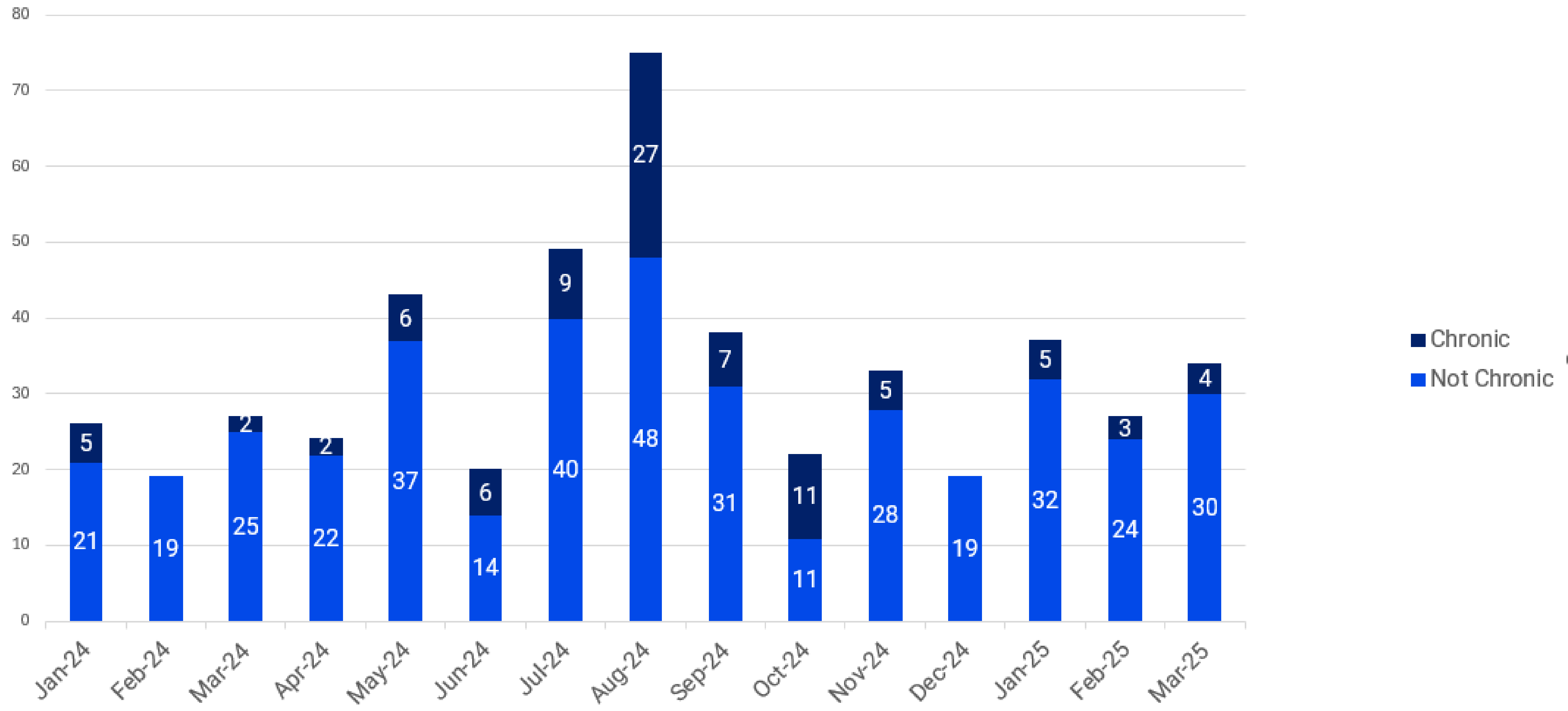
Number of Individuals Newly Enrolled



Number of Individuals Newly Enrolled



Number of Individuals Housed



*counts have not been deduplicated

Greeley Homelessness Response System Model

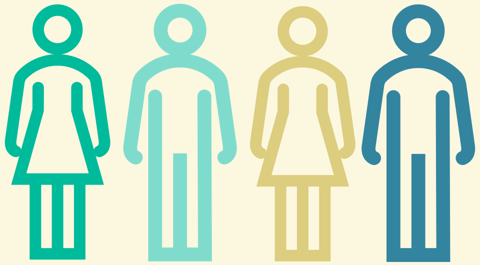
Mayor's Task Force on Homelessness
April 10, 2025

- System Modeling Concepts
- Inflow/Longterm Estimates
- System Map
- Pathways Assumptions
- Inventory Projections

Gaps Analysis: What is the purpose?

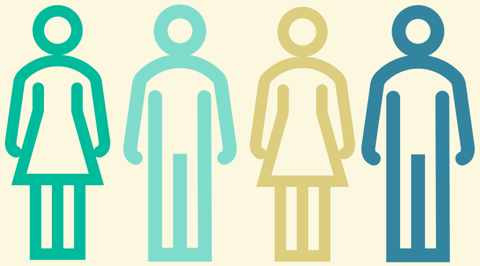
Right-Sizing the Homeless Response System

THE NEED



Balanced with

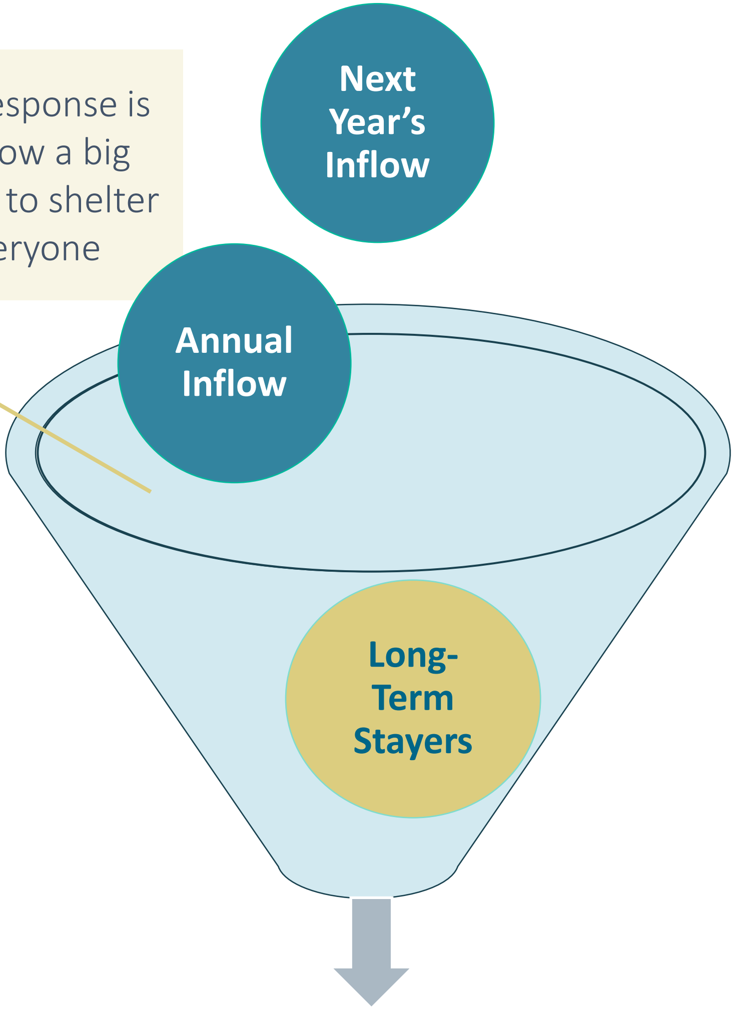
SYSTEM CAPACITY



Establish Annual Priorities for Largest Impact on Reducing Homelessness

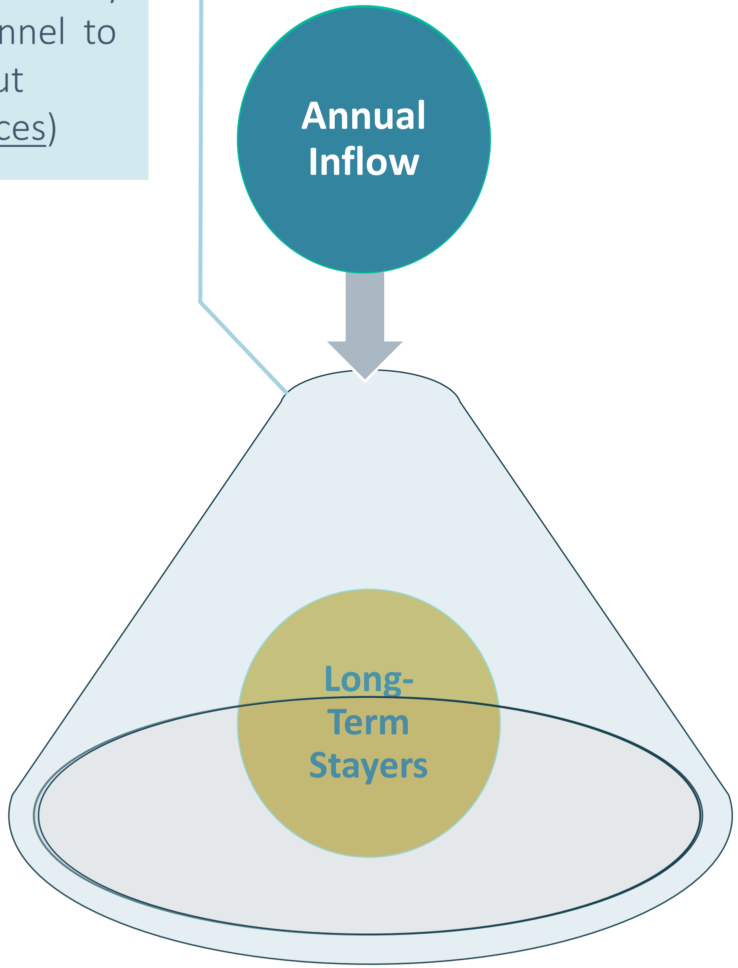
What does this INSIGHT reveal about homelessness response?

Our response is to grow a big funnel to shelter everyone



- Annual inflow continues
- Pressure increases for Crisis System to grow to meet need
- But without increasing exits, Long-stayers grow
- Homelessness actually goes up

Data shows that we actually need an inverted funnel to move more out (<u>housing + services</u>)



- Prevent/Divert to Shrink Inflow
- Significantly expand Housing Exits
- Long-stayers housed, free up shelter space for future inflow
- Over time, system can shrink to match annual inflow, reaching equilibrium

Gaps Analysis: How do we get there?

DEMAND

What's the annual demand?

1. Annual # becoming homeless
2. # long-term homeless

PATHWAYS

What are the pathways out of homelessness?

1. Pathways to housing (combination of projects)
2. Length of assistance in each project

SYSTEM CAPACITY

How much of each pathway do we have?

1. Current system inventory for each project type
2. Annualized unit cost for each (accounting for enhancements)

Single Adult Homelessness Response System Needs

THE DEMAND: How Many Single Adults Do We Need to House?

ASSUMPTIONS ABOUT ANNUAL NEED
(SINGLE ADULTS)

Annual Inflow
Appx 820 people

Who?: People who become homeless each year

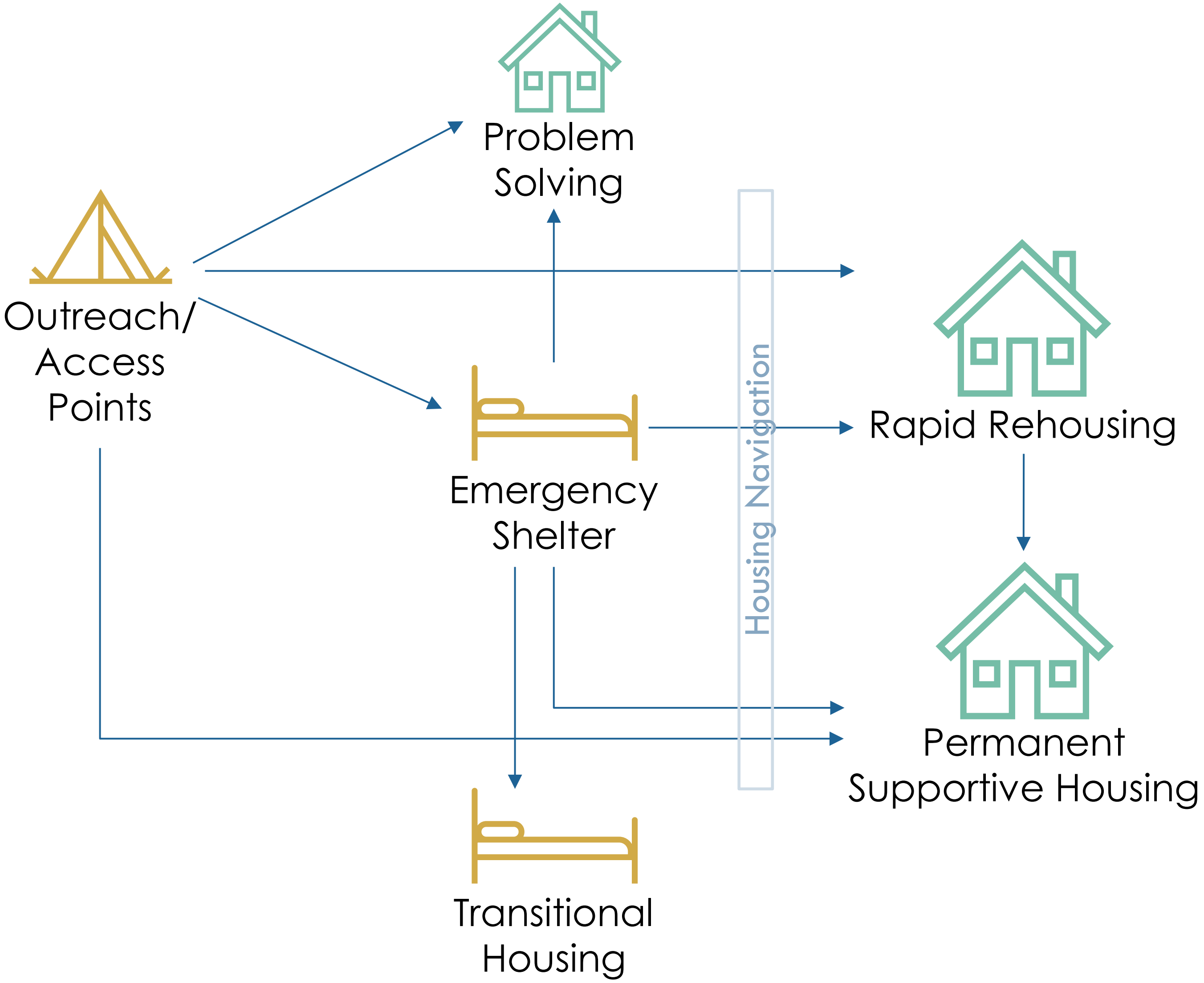
Why?: Prevent long term homelessness

Long Term
Appx 160 people

Who?: People stuck in homelessness from prior years, more complex needs

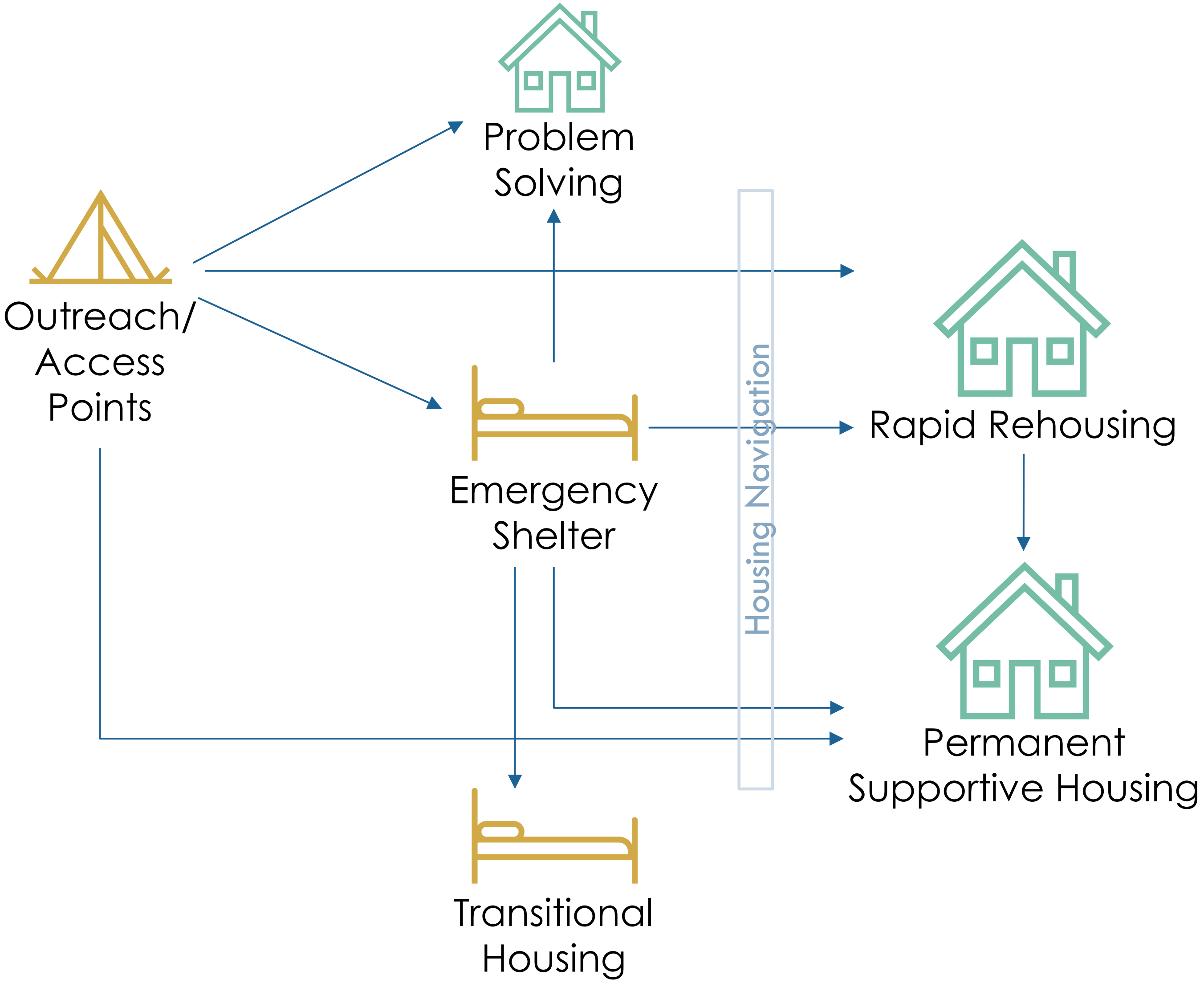
Why?: Most vulnerable, biggest barrier to reducing homelessness

HOUSING PATHWAYS (SINGLE ADULTS)



Prog Type	Av Length of Asst	Av # HH served/ slot/yr
Problem Solving	< 1 mo	1 HH
Emergency Shelter	60-90 days	4 HH
Housing Navigation	60 days	6 HH
Transitional Housing	1 year	1 HH
RRH	1 year	1 HH
PSH	5 years	< 1 HH (New HH/ 5 years)

HOUSING PATHWAYS (SINGLE ADULTS)



Primary Interventions for <u>Inflow</u>

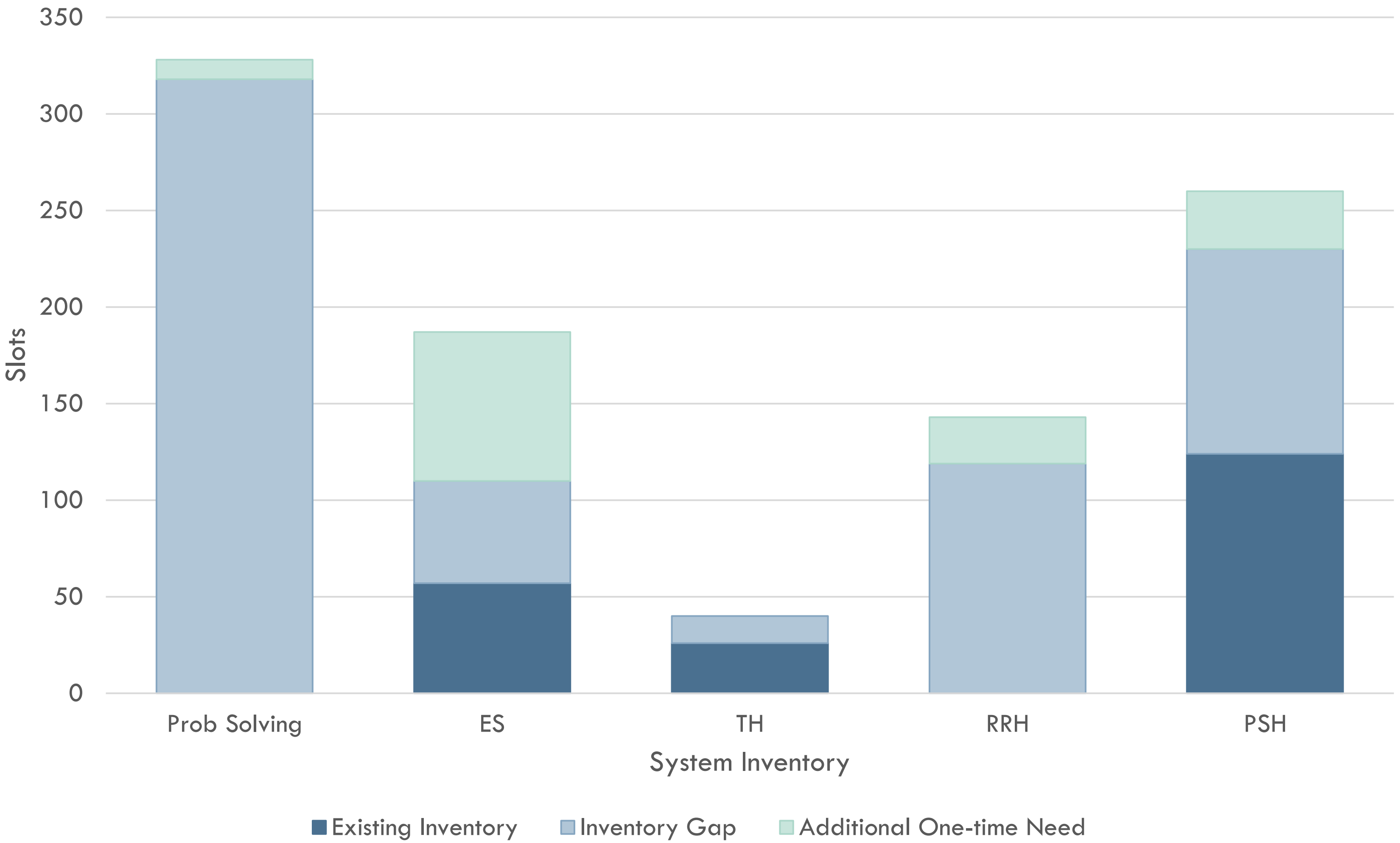
Diversion	15%
ES w/Rapid Exit	25%
ES Only	35%
TH	5%
RRH	15%
PSH	5%

Primary Interventions for <u>Long-term Homeless</u>

RRH	25%
PSH	75%

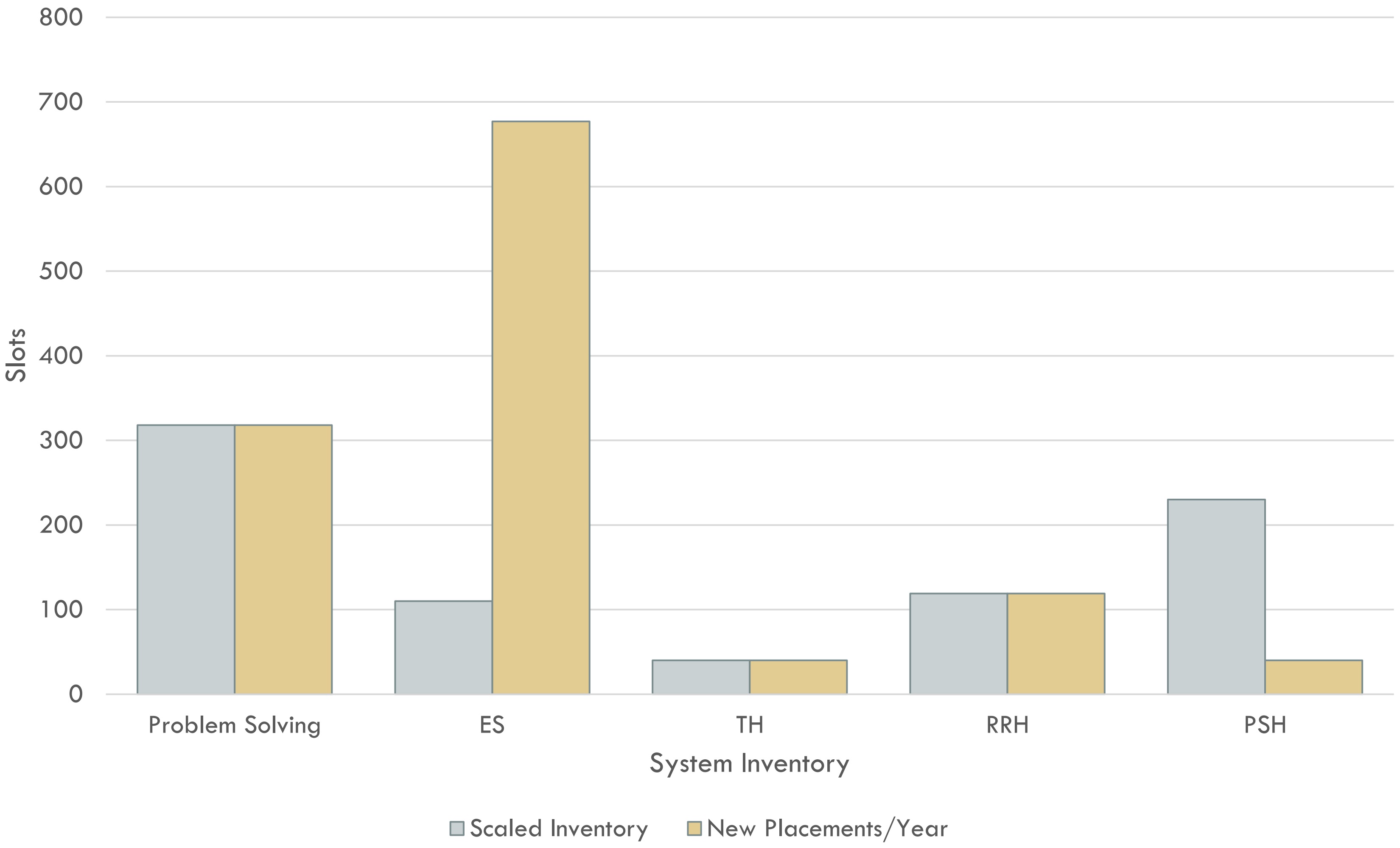
SYSTEM RESOURCE NEEDS (SINGLE ADULTS):

SCALE SYSTEM TO SERVE ALL ANNUAL INFLOW BY 2026 AND REHOUSE ALL LONG-TERM HOMELESS BY 2027



SYSTEM INVENTORY VS NEW PEOPLE SERVED ANNUALLY:

PROJECTED INVENTORY FOR A SYSTEM SCALED TO SERVE ALL ANNUAL INFLOW



KEY STRATEGIES TO RIGHT-SIZE THE SINGLE ADULT SYSTEM:

- **Develop and scale Problem Solving** to support diversion and rapid exits from homelessness. Scale to serve ~ 325 people per year
  - 15% of inflow can be rehoused immediately without needing shelter
  - 25% can be rehoused quickly with a brief shelter stay
- **Develop year-round Shelter capacity.** Scale to 110 beds.
  - Year-round capacity will prevent unsheltered homelessness
  - 60% of inflow is only expected to need Shelter + problem-solving support to address their crisis.
  - Shelter can assess and connect the remaining 25% to TH, RRH and PSH through coordinated entry
- **Coordinate access to Behavioral Health Transitional Housing** resources to meet additional transitional housing needs.
  - 5% of inflow is expected to choose transitional housing

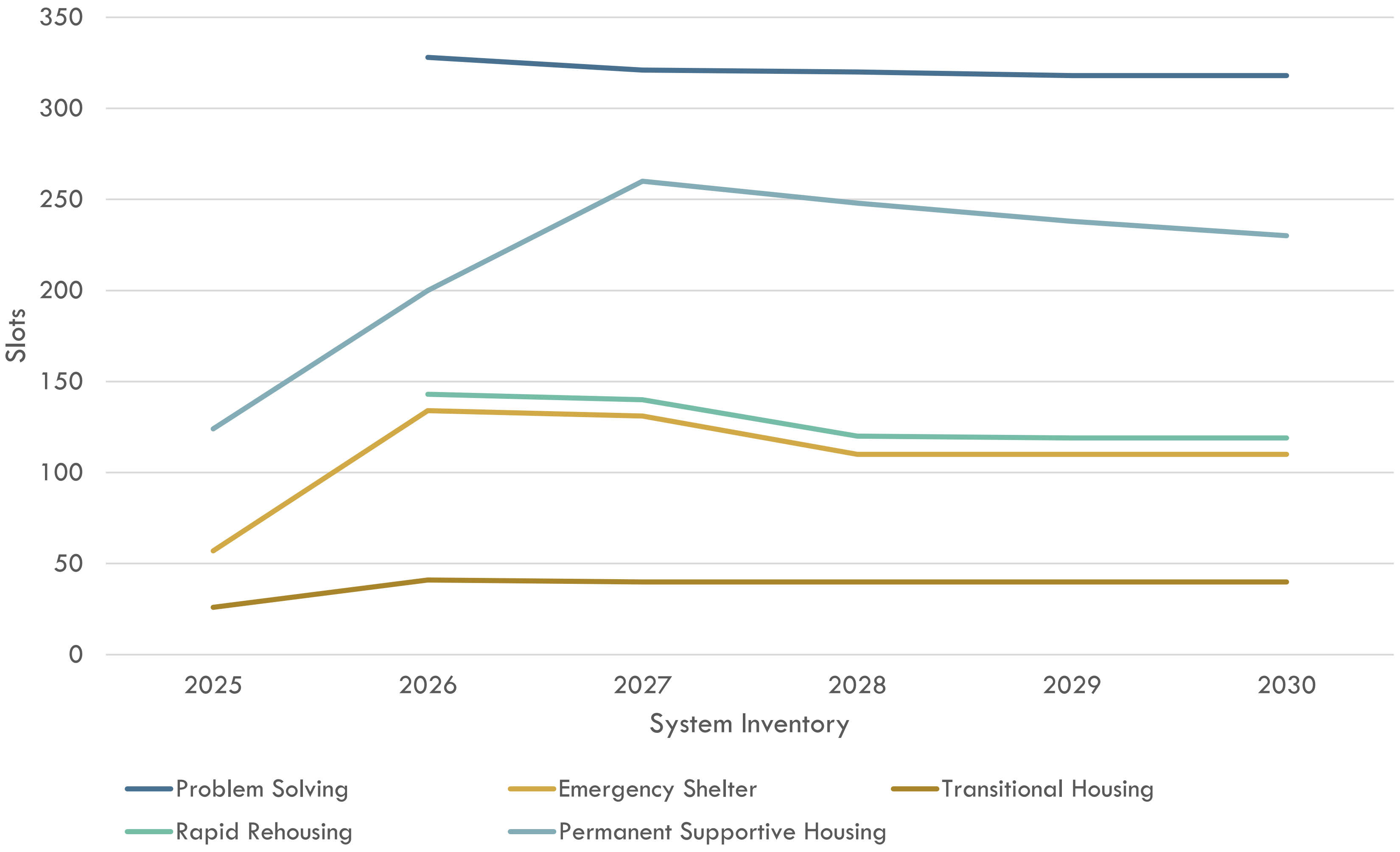
KEY STRATEGIES TO RIGHT-SIZE THE SINGLE ADULT SYSTEM:

- **Develop sustained Rapid Rehousing** capacity. Scale to ~120 RRH sustained slots, with 40 additional one-time RRH slots.
  - 15% of inflow are expected to need RRH to resolve their homelessness
  - 25% of chronically homeless (40 of 160 people) are estimated to need RRH
- **Add Permanent Supportive Housing** (tenant-based or site-based). Add 105 sustained slots and 30 one-time slots.
  - 5% of inflow are expected to need PSH
  - 75% of chronically homeless (120 of 160 people) are estimated to need PSH
  - **Explore whether Behavioral health system can deliver and fund services through managed care/ Medicaid**
  - If PSH expands to address chronic homelessness, turnover from that portfolio will be sufficient to meet PSH need for inflow in future years

Additional Investment needed: $11-15 million annually

SYSTEM RESOURCE NEEDS (SINGLE ADULTS):

SCALE SYSTEM TO SERVE ALL ANNUAL INFLOW BY 2026 AND REHOUSE ALL LONG-TERM HOMELESS BY 2027



KEY STRATEGIES TO RIGHT-SIZE THE ADULT SYSTEM:

	Problem Solving	Emergency Shelter	Rapid Rehousing	Permanent Supportive Housing	Total Gap
Resource Gap (sustained slots)	325 slots	53 beds	120 slots	105 slots	
Short-term need		25 beds	40 slots	30 slots	
Estimated Investment for 2026	$1,475,000	$3,000,000	$4,350,000	$2,300,000	$11,125,000

Annual estimates vary slightly because of the shifts in one-time and sustained resources. Investment would also need to increase over time to account for annual cost increases. By 2030, annual investment is expected to be $15.2 million.

Family Homelessness Response System Needs

THE DEMAND: How Many Families Do We Need to House?

ASSUMPTIONS ABOUT ANNUAL NEED (FAMILIES)

Annual Inflow
Appx 145 HHs

Who?: People who become homeless each year

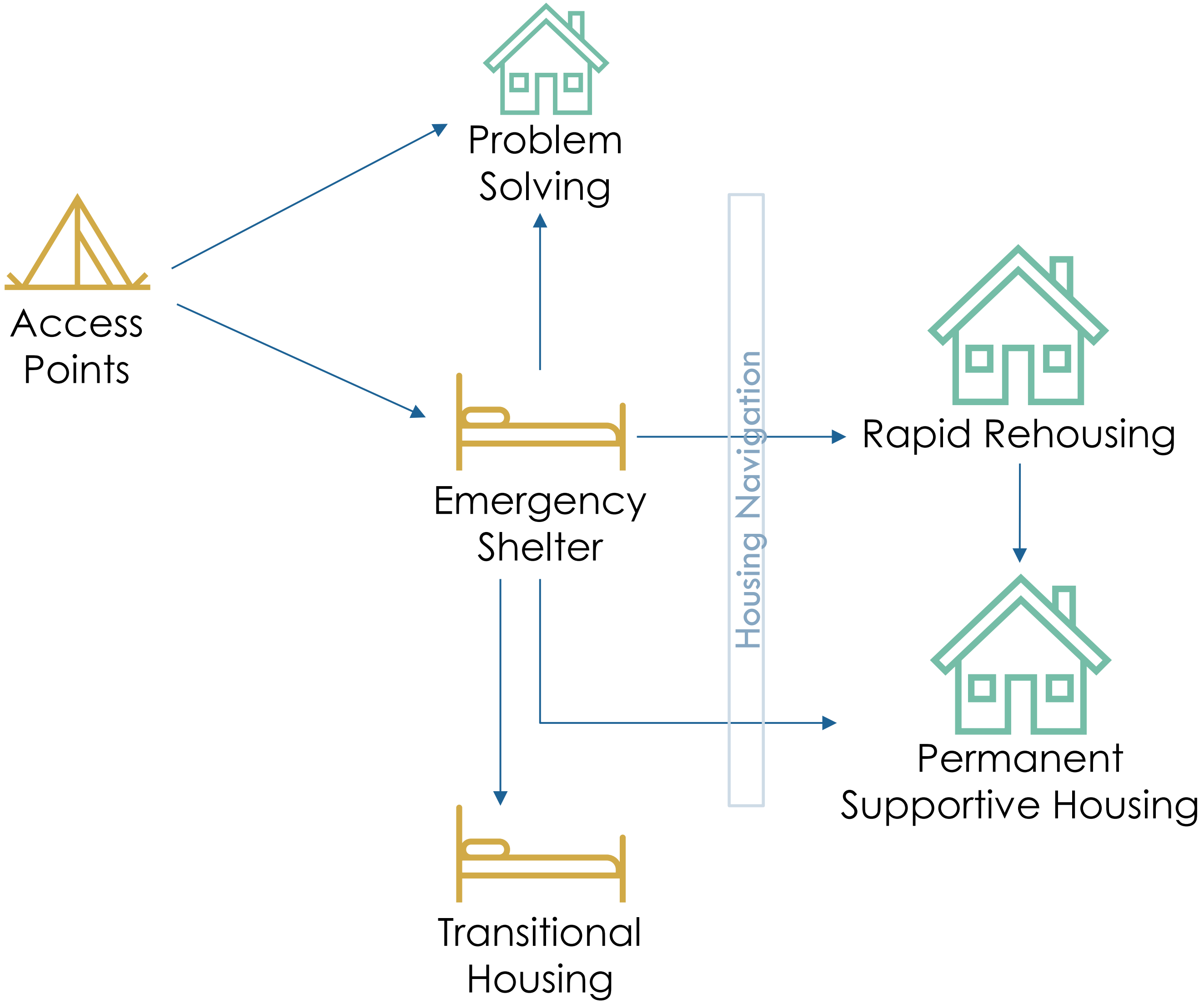
Why?: Prevent long term homelessness

Long Term
Appx 10 HHs

Who?: People stuck in homelessness from prior years, more complex needs

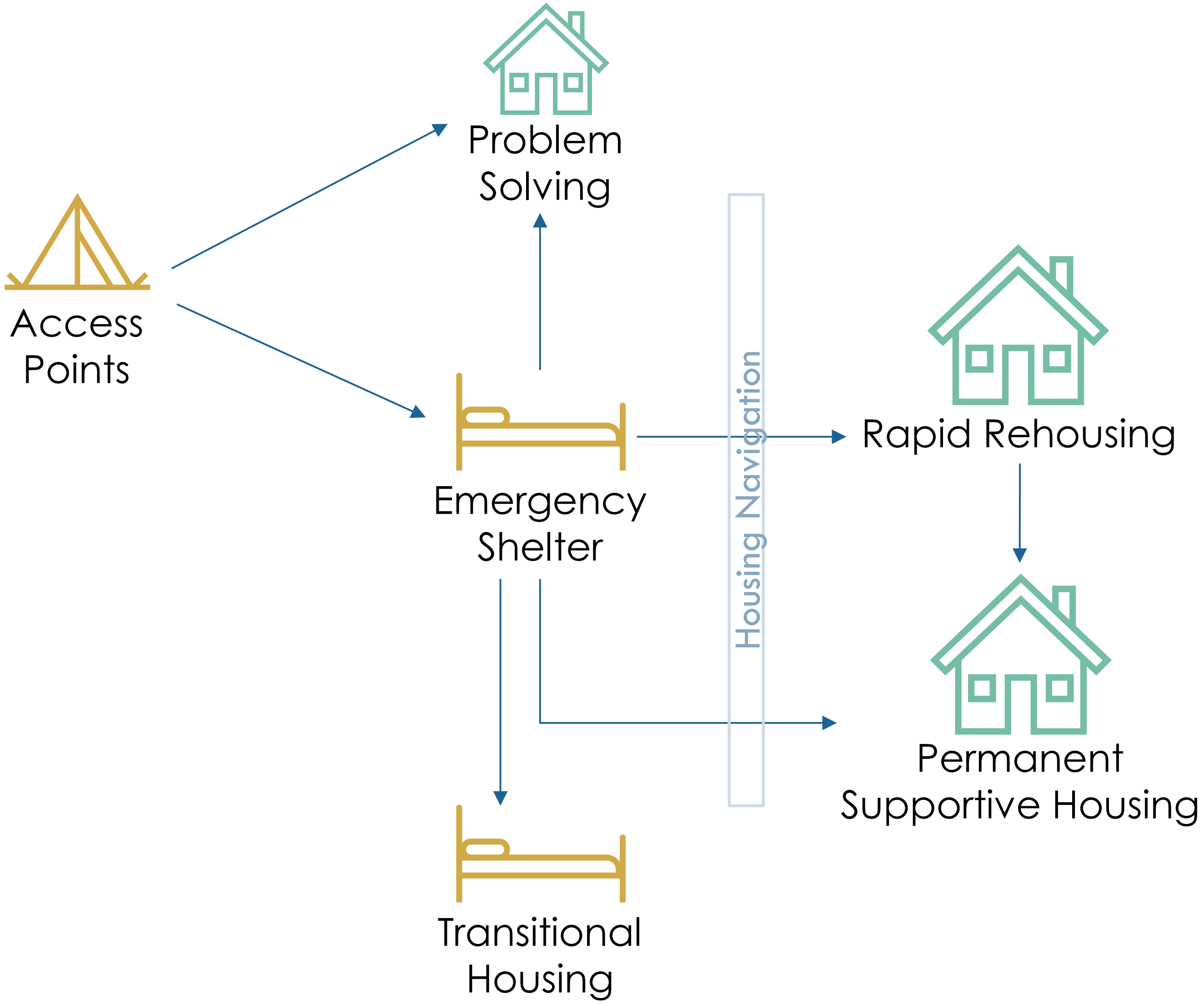
Why?: Most vulnerable, biggest barrier to reducing homelessness

BUILDING BLOCKS FOR THE SYSTEM PATHWAYS (FAMILIES)



Prog Type	Av Length of Asst	Av # HH served/ slot/yr
Problem Solving	< 1 mo	1 HH
Emergency Shelter	90-120 days	3 HH
Housing Navigation	90 days	4 HH
Transitional Housing	18 mo	<1 HH
RRH	18 mo	<1 HH
PSH	5 years	< 1 HH (New HH/ 5 years)

HOUSING PATHWAYS (FAMILIES)



Primary Interventions for <u>Inflow</u>

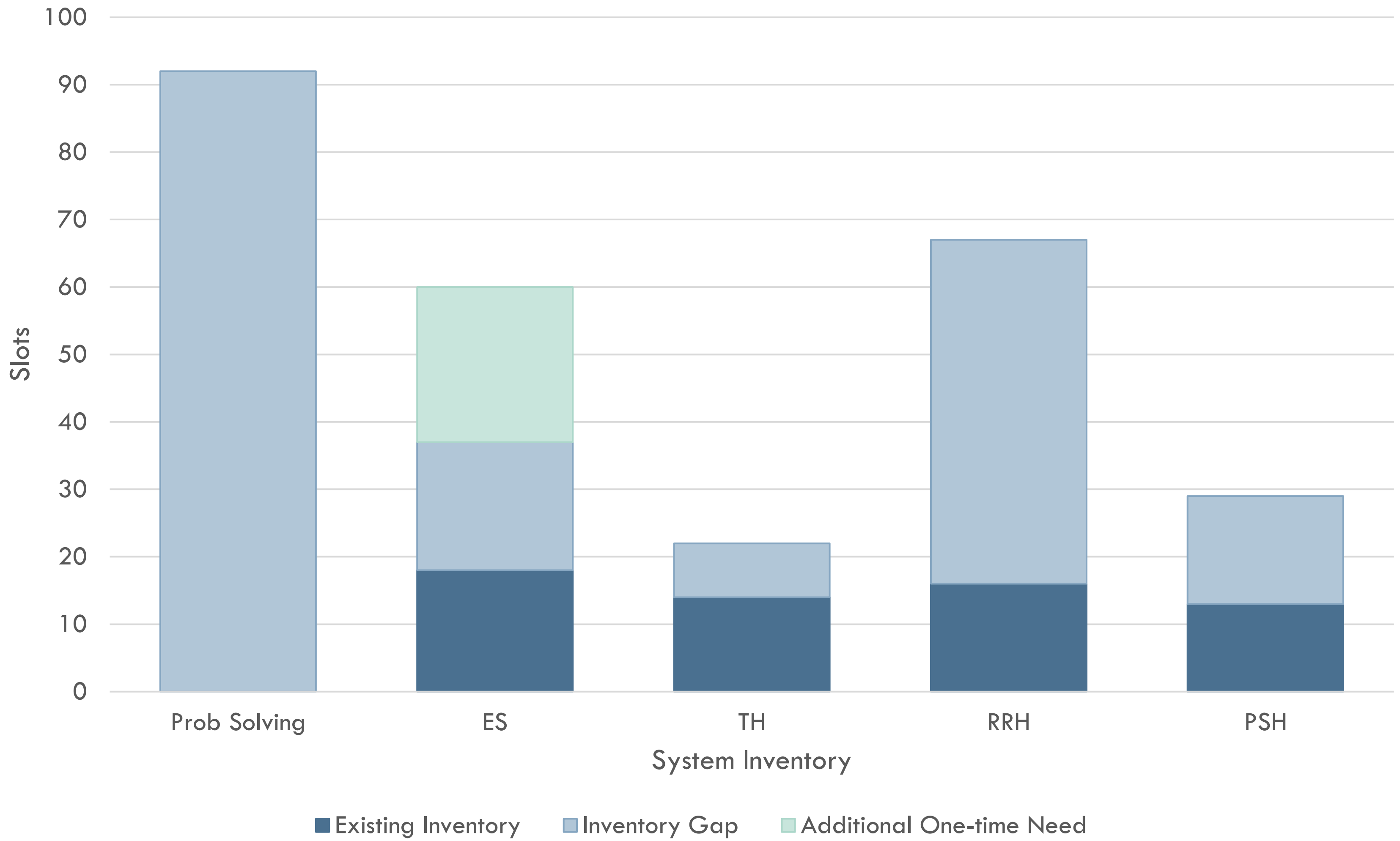
Diversion	15%
ES w/Rapid Exit	40%
TH	10%
RRH	30%
PSH	5%

Primary Interventions for <u>Long-term Homeless</u>

RRH	60%
PSH	40%

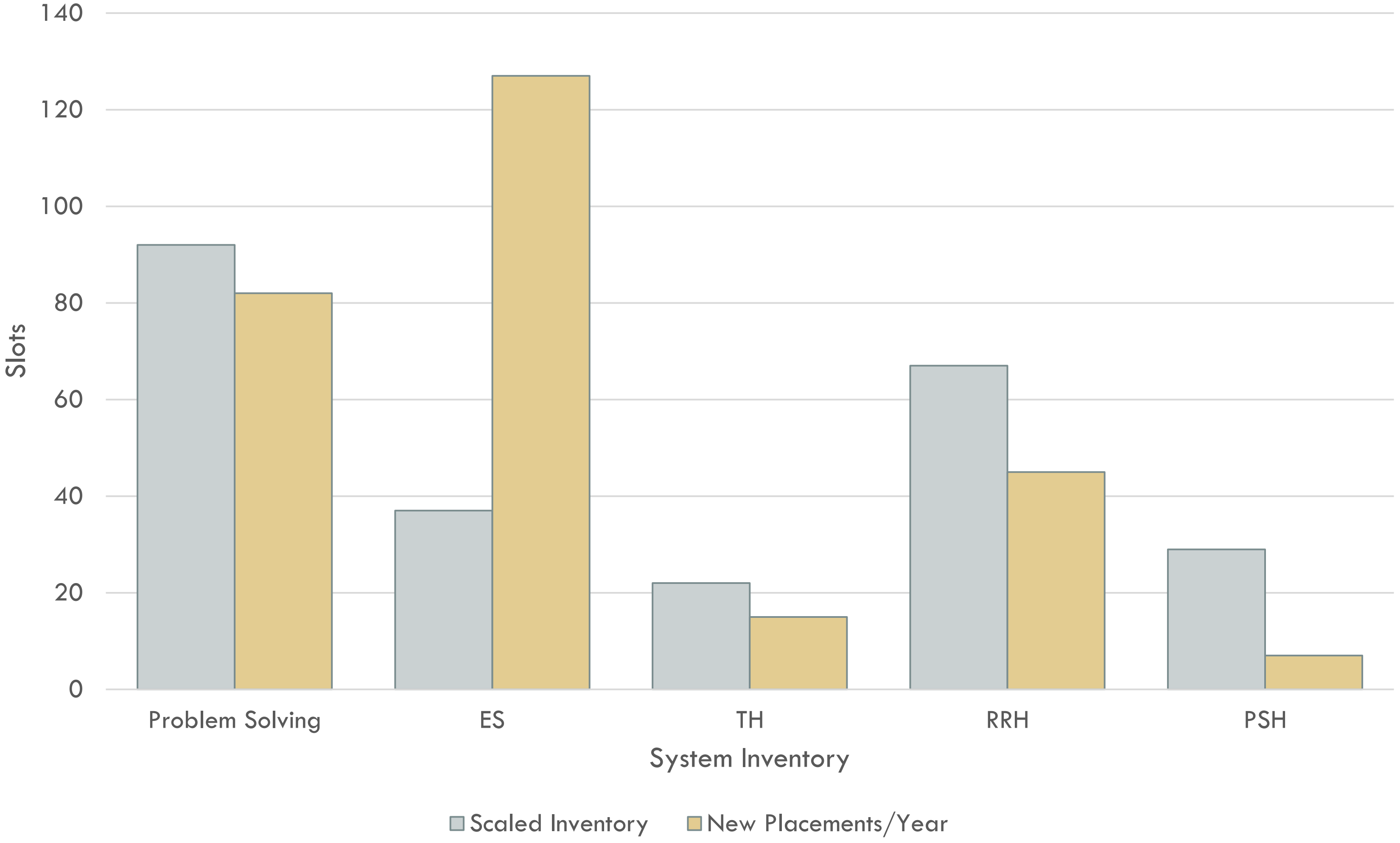
SYSTEM RESOURCE NEEDS (FAMILIES):

SCALE SYSTEM TO SERVE ALL ANNUAL INFLOW AND REHOUSE ALL LONG-TERM HOMELESS BY 2026



SYSTEM INVENTORY VS NEW FAMILIES SERVED ANNUALLY:

PROJECTED INVENTORY FOR A SYSTEM SCALED TO SERVE ALL ANNUAL INFLOW



KEY STRATEGIES TO RIGHT-SIZE THE FAMILY SYSTEM:

- **Develop and scale Problem Solving** to support diversion and rapid exits from homelessness. Scale to serve ~ 90 families per year
  - 15% of inflow can be rehoused immediately without needing shelter
  - 40% can be rehoused quickly with a brief shelter stay
- **Increase Year-round Shelter capacity.** Scale to 40 rooms.
  - 40% of inflow is only expected to need Shelter + problem-solving support to address their crisis.
  - Shelter can assess and connect the remaining 45% to TH, RRH and PSH
  - Some of the shelter demand is short-term, and slightly less shelter may be needed as chronically homeless families are housed
- **Sustain existing Transitional Housing**.
  - 10% of inflow is expected to choose transitional housing
  - Transitional housing could be expanded to 20 rooms, or need could be met with RRH

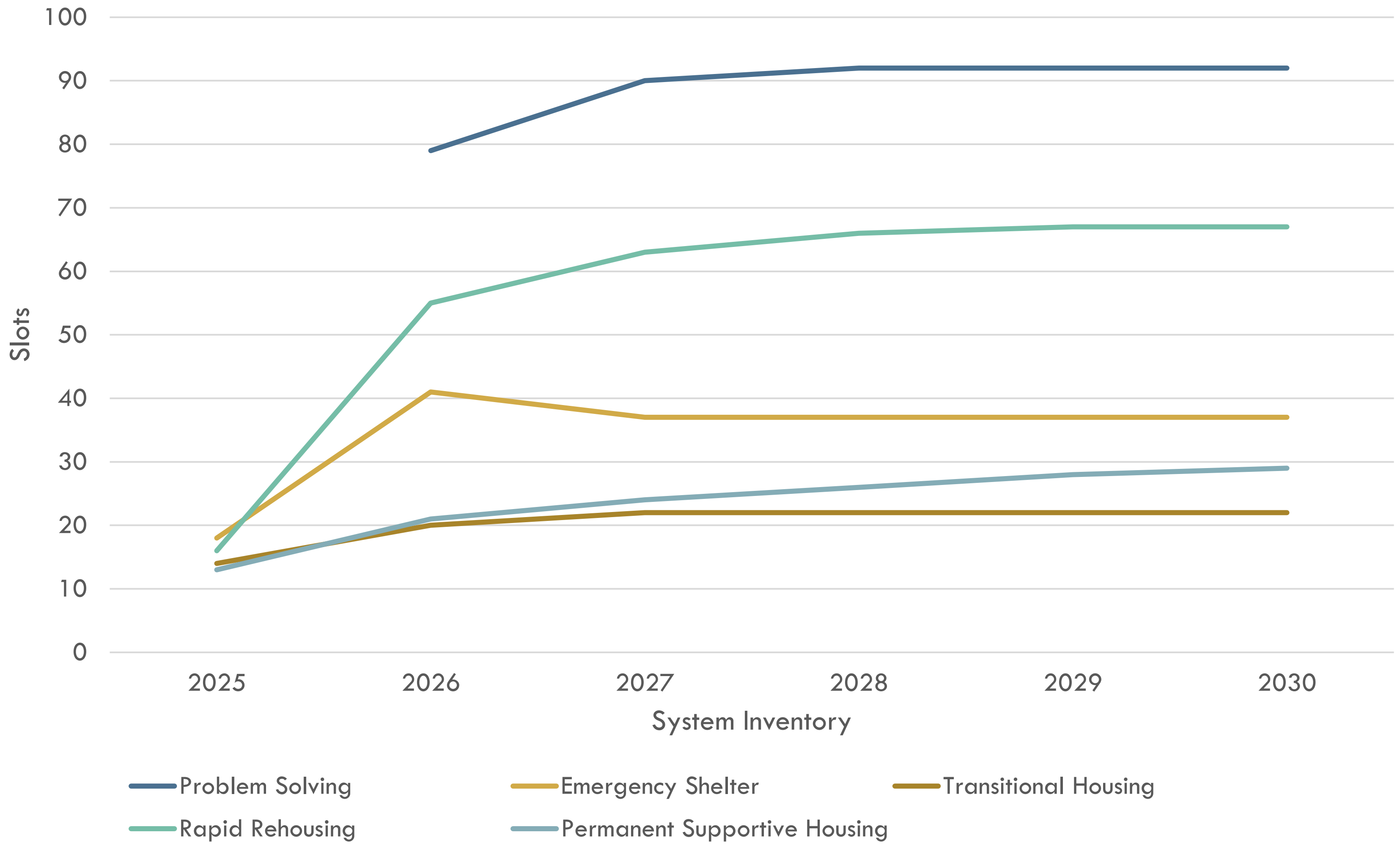
KEY STRATEGIES TO RIGHT-SIZE THE FAMILY SYSTEM:

- **Expand Rapid Rehousing capacity**. Scale to 70 sustained slots.
  - 30% of inflow are expected to need RRH
  - 60% of chronically homeless (6 of 10 families) may be able to resolve their homelessness with RRH; however, ability to provide Housing Choice Vouchers could help prevent returns for highest need
- **Add Permanent Supportive Housing** (tenant-based or site-based). Add 16 sustained slots.
  - 5% of inflow are expected to need PSH, or Housing Choice Vouchers with short-term services.
  - 40% of chronically homeless (4 of 10 families) are estimated to need PSH
  - **Explore whether Behavioral health system can deliver and fund services through managed care/ Medicaid**
  - Expanded inventory of PSH would meet needs of chronically homeless and PSH need for inflow in future years

Additional Investment needed: $3-5 million annually

SYSTEM RESOURCE NEEDS (FAMILIES):

SCALE SYSTEM TO SERVE ALL ANNUAL INFLOW AND REHOUSE ALL LONG-TERM HOMELESS BY 2026



KEY STRATEGIES TO RIGHT-SIZE THE FAMILY SYSTEM:

	Problem Solving	Emergency Shelter	Rapid Rehousing	Permanent Supportive Housing	Total Gap
Resource Gap	90 slots	22 rooms	50 slots	16 slots	
Estimated Investment for 2025	$355,500	$817,600	$1,365,000	$280,000	$2,800,000

Annual estimates vary slightly because of the shifts in one-time and sustained resources. Investment would also need to increase over time to account for annual cost increases. By 2030, annual investment is expected to be $5.1 million.

Next Steps

- Refine Inputs
- Generate Cost Projections
- Prioritize Strategies to Fill Gaps and Enhance System Infrastructure and Performance

City of Greeley Colorado

Thank you

Next meeting July 10th @ Family FunPlex