Ending Chronic Homelessness in Tulsa, Oklahoma
Community Planning and Outcomes

Gregory A. Shinn, MSW
Associate Director, Mental Health Association in Tulsa
Oklahoma!!
Population at a glance…

<table>
<thead>
<tr>
<th>Population per square mile</th>
<th>2000 Census</th>
<th>2010 Census</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1</td>
<td>3,450,654</td>
<td>3,751,351</td>
<td>8.7%</td>
</tr>
<tr>
<td>1-10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-25</td>
<td></td>
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<tr>
<td>25-50</td>
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<td></td>
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<tr>
<td>50-100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>100-250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>250-500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>500-1,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000-2,500</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2,500-5,000</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>&gt; 5,000</td>
<td></td>
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</tbody>
</table>
Tulsa, Oklahoma
Community Profile

**Population Demographics**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tulsa County</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Population</td>
<td>503,346</td>
<td>563,299</td>
<td>611,583</td>
<td>644,236</td>
<td>5.3%</td>
</tr>
<tr>
<td>Population Density sq/mile</td>
<td>857.5</td>
<td>959.6</td>
<td>1,041.8</td>
<td>1,097.5</td>
<td>5.3%</td>
</tr>
<tr>
<td>Total Households</td>
<td>202,536</td>
<td>226,892</td>
<td>244,316</td>
<td>254,551</td>
<td>4.2%</td>
</tr>
</tbody>
</table>

*Source 2012 Tulsa Metro Chamber*
## Tulsa, Oklahoma Homeless Population

<table>
<thead>
<tr>
<th>*2012 Point in Time Count</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently Homeless</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>772</td>
<td>628</td>
</tr>
<tr>
<td>Adults</td>
<td>645</td>
<td>557</td>
</tr>
<tr>
<td>Children</td>
<td>127</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Shelter</td>
<td>627</td>
<td>578</td>
</tr>
<tr>
<td>Adults</td>
<td>505</td>
<td>508</td>
</tr>
<tr>
<td>Children</td>
<td>122</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street</td>
<td>145</td>
<td>50</td>
</tr>
<tr>
<td>Adults</td>
<td>140</td>
<td>49</td>
</tr>
<tr>
<td>Children</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>772</td>
<td>628</td>
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<td>Children</td>
<td>127</td>
<td>71</td>
</tr>
</tbody>
</table>

Over 5,000 unduplicated individuals enter the homeless system annually.

*Source 2012 Community Service Council of Tulsa/Tulsa CoC*
Community Planning and Neighborhood Stabilization

1. **Provide** : Access for Homeless
2. **Prevent** : Homelessness
3. **Preserve** : Affordable Housing Stock

= *The Mixed Income Model*

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The Vision: *Ending Chronic Homelessness Is Possible*

- Why End Chronic Homelessness?
- It makes fiscal sense: *2007 Tulsa Study*
  - Cost of CH person on street: $24,000 - $34,000 annually*
  - Cost of formerly CH person in supportive housing: $19,315*

*Source: Q2 Consulting 2007/2008*

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The Vision: Reintegration
Recovery Is Possible

Goal: Housing for persons living with mental illness and co-occurring disorders that is:

• Affordable - Permanent
• Safe – located in good neighborhoods
• Accessible to local amenities
• Stigma-free
• Fully integrated into the Community: Formerly Homeless live side-by-side with market rate payers

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Economic Impact:
When People Are Housed They . . .

- Have incomes . . .
- Pay Taxes . . .
- Get Jobs . . .
- Purchase Goods and Services . . .
- Are good neighbors . . .
- Contribute to Community . . .

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Total Economic Impact: A Marketing Formula That Works

Measure Pre and Post Homeless Costs
- Shelter/Housing (including services and Admin.)
- Street Outreach
- Emergency Transport
- Emergency Room
- Incarceration/Transports
- Hospitalizations
  - Medical
  - Psychiatric

Then Deduct post-housing:
- Reduction in Homelessness
- Increased Income
- Jobs Created
- Taxes Generated
- Funds Leveraged

This will provide your community's net return on its investment which can be multiplied annually....
Determining the Impact:  
**The Cost of Development**

- The impacts in the table are based on the assumption that a total of 511 units are to be completed and that a completed unit, either built or purchased and refurbished, is valued at $44,000. The schedule of production over the four years, 2008-2011, is assumed in the impacts and is detailed in the following table:

<table>
<thead>
<tr>
<th></th>
<th>number</th>
<th>price*</th>
<th>total value*</th>
<th>number</th>
<th>price*</th>
<th>total value*</th>
<th>number</th>
<th>total value*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>25</td>
<td>$44,000</td>
<td>$1,100,000</td>
<td>76</td>
<td>$44,000</td>
<td>$3,344,000</td>
<td>101</td>
<td>$4,444,000</td>
</tr>
<tr>
<td>2009</td>
<td>30</td>
<td>$44,000</td>
<td>$1,320,000</td>
<td>93</td>
<td>$44,000</td>
<td>$4,092,000</td>
<td>123</td>
<td>$5,412,000</td>
</tr>
<tr>
<td>2010</td>
<td>40</td>
<td>$44,000</td>
<td>$1,760,000</td>
<td>124</td>
<td>$44,000</td>
<td>$5,456,000</td>
<td>164</td>
<td>$7,216,000</td>
</tr>
<tr>
<td>2011</td>
<td>30</td>
<td>$44,000</td>
<td>$1,320,000</td>
<td>93</td>
<td>$44,000</td>
<td>$4,092,000</td>
<td>123</td>
<td>$5,412,000</td>
</tr>
</tbody>
</table>

125    386    511

*All values are 2008 dollars.

Source: Tulsa Metro Chamber of Commerce 2008

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# Economic Impact: Housing Development Creates Jobs

## Total Impacts of Construction and Refurbishing in 2008-2011 of Residential Units for "Building Tulsa, Building Lives"

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2008-2012 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>employment</td>
<td>56</td>
<td>78</td>
<td>103</td>
<td>85</td>
<td>12</td>
<td>67*</td>
</tr>
<tr>
<td>income</td>
<td>$2,042,993</td>
<td>$2,899,251</td>
<td>$3,895,659</td>
<td>$3,245,941</td>
<td>$465,447</td>
<td>$12,549,291</td>
</tr>
<tr>
<td>output</td>
<td>$6,665,576</td>
<td>$9,459,249</td>
<td>$12,710,182</td>
<td>$10,590,377</td>
<td>$1,518,591</td>
<td>$40,943,975</td>
</tr>
<tr>
<td>local sales tax</td>
<td>$35,887</td>
<td>$50,928</td>
<td>$68,430</td>
<td>$57,018</td>
<td>$8,176</td>
<td>$220,438</td>
</tr>
<tr>
<td>property tax</td>
<td>$39,486</td>
<td>$56,035</td>
<td>$75,293</td>
<td>$62,736</td>
<td>$8,996</td>
<td>$242,546</td>
</tr>
<tr>
<td>state taxes, fees</td>
<td>$104,443</td>
<td>$148,217</td>
<td>$199,156</td>
<td>$165,941</td>
<td>$23,795</td>
<td>$641,552</td>
</tr>
</tbody>
</table>

*Average of 67 employees annually, 2008-2012.

Source: Tulsa Metro Chamber of Commerce 2008

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The Plan: *Resource Development*

- Identify Possible Funding Sources
  - Federal/State/City/County Grants
    - HUD (HOME, SHP, S+C, CDBG, ESG, 811-202, HPWA)
    - SAMHSA
    - VA
  - Federal Home Loan Bank/Other lenders
  - Foundations
  - Capital Campaign
  - Tax Payers/Legislative Action
  - Housing Trust Fund
  - Tax Credits
The Plan:  
Strategies for Sustainability

- Debt-Free Ownership = No Mortgage
- Capital = Leveraging = Grants
- Partnerships: Don’t reinvent the wheel
- Community Integration – Mixed Income Model
- Resident Rents: Maximize Resident Potential
- Allowances for extremely low income and those not eligible for mainstream resources
- Prevention Units

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The Method:  

**Housing First**

- Having a place to live is the key
- Direct placement from the street or shelter
- No barriers to access: placement not dependent on income, treatment, or stability
- Choices: Provide a range of housing options
- Intensive Case Management: delivery of wrap-around services
- Social Inclusion – Faith, Friends, Employment
System Design: Access and Retention = Community Reintegration

- Choice and Options!!
- Residents may enter at *any level* in the continuum
- May move forward or “backward” in the continuum as desired or needed
- Goals:
  - Increased independence, decreased dependency
  - Greater Self-sufficiency
  - Reintegration into the Community
  - Social Inclusion
  - Decrease Stigma
  - Increase Quality of Life
Housing Development

1. 2001 Capital Campaign
2. Building Tulsa, Building Lives

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Capital Development: The Mental Health Association in Tulsa’s Capital Campaigns

2001 Capital Campaign

- Outcome: $5.25 Million raised
- Outcome: 6 properties – 146 units
- Outcome: $25,000/unit average cost
Building Tulsa, Building Lives
2008 Campaign to End Chronic Homelessness

Campaign Goal: $30 million for creation of 511 Units @ $44,000 (average) per unit including:
– End Chronic Homelessness by 2013
– Public-Private Partnership
– Debt-Free Ownership
– Mixed-Income, Mixed Population Model
– New construction, acquisition and rehab
– City, State, Federal, Private $ for acquisition/operation
– HUD, SAMHSA, VA, ODMHSAS grants/contracts
– Create jobs valued at $13.6 million

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Capital Development:
The Mental Health Association in Tulsa’s Capital Campaigns

Building Tulsa Building Lives Through July 2012

- Outcome: $25 Million raised
- Outcome: 11 properties – 435 units
- Outcome: $53,366/unit average cost

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2001 Campaign and Building Tulsa, Building Lives: Measuring Outcomes So Far….

- Total Raised / Spent / Invested: $21,761,655
- Total Grants Leveraged: $16,683,957
- Total Value of Campaigns to Community: $38,445,612
- 2001 CH Count: 230
- 2008 CH Count: 83
- 2010 CH Count: 66
- 2011 CH Count: 78
- 2012 CH Count: 63 (not including Safe Haven)
- Chronic Homeless Reduction Savings To-Date: $8,859,760
- Total Value w/CH Reduction To-Date: $47,305,372
- Plus Projected Earned Income: $13,653,827

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Bottom Line

$60,959,200

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## Outcomes: Tulsa’s Chronic Count

### Chronic Count History

<table>
<thead>
<tr>
<th></th>
<th>Sheltered</th>
<th></th>
<th>Unsheltered</th>
<th>Total</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Emergency</td>
<td>Safe Havens</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012 Individuals</td>
<td>59</td>
<td>23</td>
<td>4</td>
<td>86</td>
<td>23 out of 86 residing in Safe Haven PSH (26%)</td>
</tr>
<tr>
<td>Family Members</td>
<td>2</td>
<td></td>
<td>0</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td>23</td>
<td>4</td>
<td>88</td>
<td>(63 not including Safe Haven)</td>
</tr>
<tr>
<td>2011 Individuals</td>
<td>65</td>
<td>19</td>
<td>7</td>
<td>91</td>
<td>HUD’s first year for Chronic family member count</td>
</tr>
<tr>
<td>Family Members</td>
<td>6</td>
<td></td>
<td>0</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>19</td>
<td>7</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>2010 Individuals</td>
<td>59</td>
<td>19</td>
<td>7</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Family Members</td>
<td></td>
<td></td>
<td>0</td>
<td></td>
<td></td>
</tr>
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<td>5</td>
<td>83</td>
<td></td>
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<tr>
<td>Family Members</td>
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<td></td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>78</td>
<td>0</td>
<td>5</td>
<td>83</td>
<td></td>
</tr>
</tbody>
</table>

Source: 2012 Community Service Council of Tulsa/Tulsa CoC
Outcomes: Housing Development and Chronic Homeless Reduction

2001 Capital Campaign
$5.36 Million
146 Units
Building Tulsa
Building Lives:
$30 Million ($25M raised)
Goal: 511 units
To Date: 435 units

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Service Delivery: System Redesign

- Rapid access to housing
- Data driven with priority on chronic and vulnerable
- Community-wide collaboration
- Commitment and Investment in Process
A Way Home for Tulsa
Tulsa’s Coordinated Case Management Model

• 16 Charter Organizations
• $960,000 in private funding
• MOU’s – Governance Council
• HMIS Data – Top 100 Long Term Stayers
• “Pathways” Case Management
• 19 Pathways - Goals - Outcomes
A Way Home For Tulsa: Coordinated Case Management Model Flow Chart

Faith Community
Shelter #1
Shelter #2
Homeless Outreach Teams
Health Outreach Teams/Discharge Planning
Department of Corrections/Jail Diversion

No
Wrong
Door

PATHWAYS CASE MANAGEMENT
Community Team
(Homeless Person Centered)
Legal; Medical; Mental Health;
Subst. Abuse; Housing;
Education; Voc.Rehab;
Employment; Faith Community;
Others

“Pathways”
Decision Tree
• Level of Services Needed
  > Outreach
  • Housing First
  • Follow up
  • Intensive CM
  • Centered on Person’s Goals/Objectives

Resources
• Knowledge Base
• Training
• Best Practices
• Seminars
• Sharing
• Information Services
• Data Management
• Other....

Housing Options

Transitional
Permanent Supported
Independent

TRAINING
EDUCATION - JOBS

FAMILY
FAITH
COMMUNITY
SOCIAL SUPPORTS

HEALTH CARE
SUMMARY

• Strategic Planning for Community Need
• Cost Analysis – Economic Impact Forecast
• Raise Capital
• Housing Development
• Use Data to Drive Service Delivery
  System Changes Through Collaboration

Thank You!
Gregory A. Shinn, MSW Associate Director
Mental Health Association in Tulsa

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