

## **Emergency Shelter Project Summary**

Family Promise of Ozaukee County (FPOZ) is partnering with Ozaukee County to develop a static site non-congregate shelter to serve individuals and families who are at imminent risk of homelessness in the community. This project is a direct response to the COVID-19 pandemic that created an immediate need for shelter due congregations that provided shelter shutting down and the increased demand for services from households who lost income due to the pandemic.

The Emergency Shelter Project is expected to serve 50 households who are literally homeless in Ozaukee County annually (125 individuals) and is projected to cost \$1,973,050. This comprehensive budget includes property acquisition, construction, and one year of program operating expenses.

The Emergency Shelter Project Task Force will guide the Emergency Shelter Project. The task force is made up of Ozaukee County staff, Family Promise of Ozaukee County Board Members and staff, community leaders, stakeholders, and service providers working cooperatively to provide access to the basic needs of food and shelter, safety, and quality case management.

### **COMMUNITY NEED FOR THIS PROJECT**

Family Promise of Ozaukee County has been providing shelter services to homeless families and single women since 2016. Prior to Covid-19, the FPOZ Emergency Shelter program used congregations to provide four rooms for shelter and meals. The pandemic caused two issues. First, the churches closed leaving the organization with no place to shelter people overnight. Second, the number of phone calls increased dramatically from people seeking shelter.

Family Promise responded by increasing capacity, making ten motel rooms available to households who were homeless or at risk of homelessness. Additionally, the organization expanded their service delivery demographics to include all household types, including single men and couples with no children. Since April 1, 2020, the motel rooms have been filled to capacity. The motel room shelter model is costly adding \$14,100 to the agency's monthly operating budget. This is better than the alternative of no shelter option in the community.

Households who are homeless and face major challenges and create costly concerns for

communities. These issues include:

**SAFETY: Individuals** who are left homeless, living on the streets, in their cars, storage sheds or other places not meant for human habitation face danger daily. These individuals are vulnerable and likely will engage in chronic public intoxication, loitering, trespassing, shoplifting, drug dealing. Oftentimes they suffer from mental illness and addictions that are left untreated.

**HEALTH:** Homeless persons are more likely to suffer from chronic medical conditions and complications due to housing instability. These conditions, if left untreated, are a significant barrier to a transition to safe, healthy, and productive lives.

**COST:** The **high utilization rate of emergency rooms, crisis response and public safety** systems by homeless individuals place a great strain on already limited city, county, and state financial and health and human service resources. During 2015–2018, there were annual averages of 42 Emergency Department visits per 100 total population, 42 ED visits per 100 non homeless persons, and 203 Emergency Department visits per 100 homeless persons (Center for Disease Control, 2020)

**FAMILY DYSFUNCTION:** Healthy families are **broken** as a result of homelessness. The pressure of COVID-19 pandemic safety precautions exacerbated the issues putting families in the uncomfortable position of making a decision of keeping extended family in their home, putting everyone at risk of exposure to the coronavirus.

**CHILDHOOD TRAUMA:** Children experiencing homelessness are at a higher risk for adverse childhood experiences. Housing-insecure youth and families report instances of physical and emotional abuse, financial exploitation, and sex-trafficking while staying in shelters, on the streets, and “doubled-up” with acquaintances, family, or strangers (National Healthcare for the Homeless, 2019).

## COMMUNITY SOLUTIONS

The Emergency Shelter Project will:

- address the safety of individuals and our entire community by providing **immediate access to the basic needs of food and shelter** for homeless persons.
- work collaboratively with community service providers to ensure individual **health conditions are addressed and that clients have access to basic physical and behavioral health services.**
- reduce stress on limited resources by lowering the high utilization rate of emergency response systems. Community housing partners will **connect individuals in shelter to safe and stable housing as quickly as possible.**
- provide wrap-around case management to **address situations that prevent individuals from being actively involved in the lives of their children and families.** Additionally, case managers will work with immediate family and friends to assist with reunification.
- increase **income and address financial stability of individuals** upon exit of the program. Staff will partner closely with employers and the Workforce Development to ensure individuals in the program will have priority access to programs that offer employment opportunities.

## THE ORGANIZATION

The Emergency Shelter Project Task Force was formed to address the increased demand of shelter for families and individuals because of the COVID-19 pandemic in Ozaukee County. The Task Force members include representatives from Family Promise of Washington County, Ozaukee County, St. Vincent DePaul, Port Washington Police Department, Salvation Army, United Way of Northern Ozaukee, Advocates of Ozaukee County, the Saukville Food Pantry, Balance, Inc., Sirona Recovery, and other community members.

The vision of the task force is to create a permanent emergency shelter solution. The immediate goal of the task force is to locate an appropriate facility, approve and oversee the

renovations and develop a program model for the emergency shelter project. The long-term goal is to provide shelter policy governance, fund shelter operations and provide ongoing program oversight.

The Emergency Shelter Project Task Force is led by Family Promise of Ozaukee County. Family Promise of Ozaukee County is a 501(c) 3 that has been open for six years locally and part of a national affiliation. The mission of Family Promise is to rebuild lives with compassion by providing resources and services to individuals and families at risk of homelessness in Ozaukee County. Core programs include the Motel Voucher Program, Rapid Re-housing Program, Homeless Prevention Program, Outreach and Case Management Program.

## **THE TEAM**

The Emergency Shelter Project Task Force will only be possible with a successful collaboration between Family Promise of Ozaukee County and Ozaukee County, the task force members, staff, and volunteers.

The Emergency Shelter Task Force team has three committees:

- **BUILDING:** identify a property, establish a renovation budget, and oversee development progress to open.
- **OPERATIONS:** develop an outcome driven program that effectively serves homeless families and singles in Ozaukee County.
- **FUNDING:** provide fiscal oversight of grant and develop a comprehensive plan to raise continued operating and program funds.

## **THE SCOPE OF THE EMERGENCY SHELTER PROJECT**

### **1. Building**

A single structure will serve three independent services.

*Shelter Units* will consist of six to eight individual units for families and individuals that will include a living, kitchen, and dining area, bedroom and bathroom.

*Supportive Services Space* will consist of a reception area, case manager offices, conference room, staff rest room, janitor room and storage.

*Meal Distribution Space* will have an area for volunteers to assemble and distribute daily meals for families and a large dining room for guests in shelter.

## **2. Square Footage**

Total new construction is estimated at 8,000 square feet. This is based on a preliminary plan for the entire project. The building shape, functional layout and actual square footage will be determined through the design/build process in conjunction with staff input

## **THE FUNDING**

Family Promise of Ozaukee County, in collaboration with Ozaukee County, submitted a Community Development Block Grant Coronavirus Program application to the Division of Administration in February. This is a COVID 19 response grant addressing the increased demand for shelter services as a result of the pandemic. The State of Wisconsin is currently reviewing the application and will announce the grant award by March 26, 2021.

CDBG - CV total funds requested: \$ 1,973,400

- Building Acquisition/Renovation - \$ 430,000
- Operations - \$ 900,000
- Architecture - \$75,000
- Administration - \$218,400

## **THE OUTCOME**

Developing an emergency shelter in Ozaukee County will positively impact the community in many ways. The most important outcomes that will be tracked include:

- Households at risk of homelessness in Ozaukee County will have access to safe shelter, warm meals, and case management.
- Households will exit shelter into safe and stable housing.
- Households exiting shelter will be connected to community resources.

## THE TIMELINE

- **INITIATION**
  - **Winter - January - March 2021**
    - Establish Emergency Shelter Taskforce, Submit Grant Application, Develop Project Management Plan
- **PLANNING**
  - **Spring - April - June 2021**
    - Finalize project building plans. Secure architect for building design specifications. Develop shelter operations policies. Create an operating budget and funding sustainability plan.
- **EXECUTION**
  - **Summer - July - September 2021**
    - Begin construction work, staff recruitment strategies, and fundraising.
  - **Winter - October 2021 - January 2022**
    - Construction work continues, review operations plan, staff recruitment and training, ongoing fundraising.
- **2022 - February - OPEN FACILITY**
- **MONITORING and EVALUATION**
  - **January 2, 2022 - April 30, 2023**
- **CLOSING**
  - **April 30, 2023**

## FUTURE OF THE PROJECT

The project progress will be tracked by the Emergency Shelter Taskforce. The team expects to learn of the award amount late March 2021. The Building Team will proceed with the acquisition of the property, process a Request for Proposal to secure an architect and a sealed bid

to secure a construction company for the renovation work. The Funding Team will work to establish a subcontract with Ozaukee County, oversee project spending and the overall budget, and develop a sustainability plan. The Operation Team will establish policies and procedures for the emergency shelter and provide oversight and guidance during the first year of operation.

The Taskforce plans to close on the property mid-May, begin construction July 15, 2021, complete construction January 31, 2022 and begin serving individuals and families at risk of homelessness no later than February 1, 2022. The team will continue to build community support for the project through the implementation of a public relations plan. Opening this shelter in a timely manner is critical to ensuring that families have access to safe shelter, warm meals and quality case management and helping households to transition into safe and stable housing.