

**JACKSON COUNTY  
HOMELESS SHELTER MANAGEMENT  
TASK FORCE**

**FINAL REPORT**

**November 17, 2017**

**Submitted to the Jackson County Commissioners  
By Marilyn S. Chamberlin, Ph.D. Chair of the Task Force**

### **History**

Response to the homeless in Jackson County began in 2009 with the inception of Jackson Neighbors in Need (JNIN). JNIN is a collaboration of organizations and individuals who voluntarily work to provide warmth to those in need during the cold weather months-November through March. In 2010 JNIN began offering not only shelter but also case management to the homeless they served and by 2012 the number of homeless served increased to 55. The number of homeless continued to rise and the voluntary association struggled to provide support alone.

In 2016, following a year that saw assistance to 67 individuals, JNIN leaders requested that the Jackson County Commissioners. "We have come to realize that the need for services is greater than a small group of people can meet," board member Judy Annis said. "Those of us who are left are feeling pretty overwhelmed." The prediction of a vast increases in need was accurate and the number of those served in 2016-17 was 96.

The Jackson County Commissioners responded to this plea in several ways. First, the Commissioners approved of added funding for the shelter and case management. Second, the Commissioners requested an agency assume oversight of the program to help the homeless. And finally the Commissioners requested that a task force be formed to study the options for sheltering homeless in Jackson County.

In response to these three actions, \$40,000 was provided for case management and shelter in 2016-17. Southwestern Child Development Commission, Inc., which was already overseeing the case management, agreed to have oversight of the homeless program for the remaining 2016-17 season and 2017-18 season. A task force of managers from county offices and nonprofits assisting the homeless was convened.

### **Membership and Charge**

On April 12, 2017 the first meeting of the Homeless Shelter Management Task Force (herein referred to as Task Force) was held. The members of the task force are: Jennifer Abshire, Director of Jackson County Department of Social Services; Judy Annis, Jackson Neighbors in Need representative; Marilyn Chamberlin, Southwestern Child Development Commission, Inc.; Shelley Carraway, Director of Jackson County Health Department; Eddie Wells, Executive Director of the Department of Aging of Jackson County; Patsy Davis, Executive Director of Mountain Projects; Monica Frizzell, representative of Vaya Health; Lauren Russotti, Case Manager for Jackson County Homeless Program. Monica Frizzell resigned in June but the other members remained for the completion of the project.

Mr. Adams, County Manager, gave the committee the charge of researching three shelter models and best practices for shelters. The three models were: the hotel model (currently used), the brick and mortar shelter model, and a hybrid model. The costs, benefits and disadvantages of each model should be presented to the County Commissioners. The Task Force was not making the decision about which model or making recommendations about one model over another just gathering and reporting information.

## Methods

The Task Force began by searching for best practices for running a homeless shelter. General best practices were obtained when available and summarized for the current report. However, the Task Force determined that there were very few best practices available. The Task Force created the best practices based on the limited information available and the information gathered from interviews with shelters.

To examine costs, policies and procedures of the three types of models, the Task Force began by collecting information on shelters in Tier 1 counties in North Carolina-which is the classification of Jackson County. When the Task Force discovered only five shelters in Tier 1 counties existed, they extended their search to Tier 2 counties in Western North Carolina. An additional six shelters were added to the list for a total of 11 shelters contacted (see Appendix A).

A survey was developed by Task Force members so that the information gathered from each of the shelters was the same (see Appendix B). Each member was given a number of shelters to contact and information gathered was reported to the entire Task Force. After the information was gathered, positives and negatives about the various shelters was discussed and a list of common practices emerged (see Appendix C for the list).

Budgets were requested from each shelter, with follow-ups on the request. However, no shelter provided such information. To obtain information about costs, a web-based search for budgets was conducted and information on local domestic violence shelters was also used (since shelter costs are similar). In addition information about county program budgets was used for some of the expenses, based on data provided by various members of the Task Force. See Appendix D for cost comparison.

### BEST PRACTICES

Best Practices are those practices that have been found to be effective in working with a specific population, in the current case, homeless people in shelters. The best practices presented by the Task Force are a collection of practices and activities that are used by other shelters and described by national organizations like the Coalition to End Homelessness. These practices are based on the definitions of homelessness that are applied by a specific shelter/program. The categories of best practices for shelters include: operating hours, criteria for admittance, background checks, Drug/alcohol testing, goals to be accomplished by clients/residents, case management, transportation provisions, and the program goal of rapidly housing (moving residents out of shelter).

Best practices selected for a shelter can limit the funding available for shelters. The federal funding sources require, or are in the process of requiring by 2019, the application of the Housing First Model for programs and shelters. Housing First assumes:

- homelessness is a housing issue that needs to be addressed,
- housing is a right for all individuals
- people who are homeless should be returned to housing stability as soon as possible
- issues that contributed to the homelessness can be addressed after housing is obtained

One element of the Housing First model is low barrier programming/shelter. Low barrier programs/shelters focus on screening people in, not out. The Task Force took this approach into consideration when recommending the best practices. According to the Coalition to End Homelessness, low barrier programs/shelters have the following elements:

- Shelter is open 24/7
- People do not have to line up for a bed each night or leave early in the morning
- No drug and alcohol testing to get in
- No criminal background checks to get in
- Not requiring income to get in
- Not requiring "housing-readiness" to get in
- Allowing people, pets and possessions

While these are the elements for low barrier that does not mean EVERYONE is accepted. If a person/family puts the other residents at risk they are not accepted into the shelter. In addition rules focusing on safety and legality are imposed. For example: no weapons, no substances on premise, no harm to others, respecting others, and treating everyone with dignity and respect are at the core of the successful shelters.

Some of these practices are dependent on the available space for the shelter or the model adopted. Most of the shelters examined for this report did NOT follow the housing first model and were not



receiving state or federal funding. The Task Force factored funding sources into the discussion on best practices.

### Operating Hours

Shelters studied varied in their hours of operation. The majority of the shelters opened at 6:00 pm for admitting residents and closed at 7:00 am when residents were expected to leave. Shelters that required residents to leave typically required residents to be readmitted each day. Two criteria were used to determine re-admittance: 1) on a first come first served basis 2) time limited use (30 days, 60 days or 90 days).

A few of the shelters allowed residents to remain indoors during very cold weather and others allowed residents to remain during the day but strongly encouraged or required residents to participate in activities toward the individual goals. These activities include: job searching, education/GED classes, mental health classes, mental health appointments, volunteering, or working. Generally these shelters imposed the time limits for use.

Most shelters examined were opened 7 days a week, 365 days. In fact, no shelter studied was only open seasonally.

**RECOMMENDATION:** Open 24 hours, 7 days a week, 365 days a year. Residents will not be turned outside each day, but will be required to complete activities toward achieving the goal of housing stability. The length of residency is 30 days with reevaluation on a case by case basis.

### Criteria for Admittance

Several factors influence the decisions of who to admit into a shelter. These include: the definition of homelessness used, residency, age, sex of individual, special populations, drug use, and background checks. Drug use and background checks will be discussed separately because of the financial considerations for these criteria.

#### Definitions of homeless

The definitions of homelessness that are used by the current Jackson County Homeless Program are those provided by HUD (Housing and Urban Development). The reason for adopting these definitions is twofold. First, as an agency that deals with child care, SWCDC must follow the McKinney-Vento Act and the definitions in that act follow HUD. In addition, SWCDC is administering Rapid Rehousing, a program that assists homeless households with housing stability which is funded by HUD and therefore uses the HUD definitions which are based on the HEARTH act.

(definition <https://www.hudexchange.info/resources/documents/HomelessAssistanceActAmendedbyHEARTH.pdf>).

1. People who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided. The only significant change from existing practice is that people will be considered homeless if they are exiting an institution where they resided for up to 90 days (it was previously 30 days),

and were in shelter or a place not meant for human habitation immediately prior to entering that institution.

2. People who are losing their primary nighttime residence, which may include a motel or hotel or a doubled up situation, within 14 days and lack resources or support networks to remain in housing.
3. Families with children or unaccompanied youth who are unstably housed and likely to continue in that state. This category of homelessness applies to families with children or unaccompanied youth who have not had a lease or ownership interest in a housing unit in the last 60 or more days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed because of disability or multiple barriers to employment.
4. People who are fleeing or attempting to flee domestic violence, have no other residence, and lack the resources or support networks to obtain other permanent housing. This category is similar to the current practice regarding people who are fleeing domestic violence.

Each of these definitions is associated with different resources provided by shelters and homeless programs. Shelter is provided to those who are in the first two definitions would be eligible for shelter. Those who are in the third definition are provided case management for referrals to resources and assisting with locating stable housing. Those in the fourth definition are currently served by REACH of Macon County or other domestic violence programs due to the specific needs of the victims.

The Task Force discussed the use of these definitions as a starting point for their examination of various shelters. In addition the first question asked of the shelters was “What is your definition of homelessness.” The answers typically fell into one of the categories above.

**RECOMMENDATION:** Provide Shelter to those individuals or families who fall into the first two categories.

### Age

Shelters typically only restrict admittance by age for unaccompanied youth under the age of 17. Unaccompanied youth under 17 present special needs and staff and are typically reported to the Department of Social Services. When runaways are found in a county, they are usually referred to programs that specialize in runaways. Two such programs are close to Jackson County: Hawthorn Heights Runaway and Homeless Shelter in Bryson City and Caring for Children’s Trinity House in Asheville.

**RECOMMENDATION:** Provide shelter to individuals over the age of 17 and families where children are accompanied by an adult. When unaccompanied children 17 and under are referred or located through outreach, they will be referred to one of the two programs that specialize in children.

### Sex of Residents

Shelters in the study for this report, varied in the populations they served in terms of sex. Some shelters only provided shelter to males, others only to females, some only to families and some only to female headed families. Several reasons exist for this choice of population served. First, when unattached



males and females are housed, they need to be separated. This increases the space needed or limits the number of people served. When families are included, they are typically housed separately from single men for safety reasons-again increasing space needs or limiting the number served. In some instances, the program shelter men and/or women in hotels as a hybrid model to the shelter.

The Task Force members did not want to limit the people served and so considered all options and reasons.

**RECOMMENDATION:** Provide shelter to all those in need regardless of sex or family status.

### **Criminal Background Checks**

Criminal background checks are performed by the majority of shelters examined. Some shelters limit admittance based on crimes committed. Violent crimes and sexual crimes are usually the two crimes that limit acceptance into a shelter but a few shelters restricted residents who had felonies beyond these two categories. Some shelters considered timing of crimes. If crimes had been committed more than three years prior to the need for shelter the person/family was admitted. Some shelters admitted family members who had not committed crimes but not those who had criminal records.

Criminal background checks are considered by some funding sources (i.e. federal sources) as barriers to services. While identifying individuals who have a history of violent crime or are sex offenders is necessary to the protection of others in the shelter, restricting all those with criminal backgrounds is seen as unfair.

**RECOMMENDATION:** Use criminal background checks to identify behaviors that put others in the shelter at risk and, when these exist, offer housing services and/or alternative shelter (for a limited time) but do not allow in the shelter with others.

### **Substance Use**

Similar to criminal background checks, substance abuse is used by many of the shelters examined as a screen-out for shelter. Shelters give drug tests either at the point of entry, daily or when suspicions exist. Again, this is inconsistent with the Housing First model, used as the basis for some funding sources. The majority of shelters were not supported by government assistance therefore could use substance abuse as a criterion for denying shelter entry.

This topic was highly debated among the Task Force members. Allowing those with substance abuse entry to shelter was not at issue. Continuing use, use while in shelter (on shelter grounds), and type of substance use were all points of discussion. If individuals were housed quickly and therefore out of shelter, the substance use was less of an issue. But the sense that substance use while in shelter, especially illegal substances, puts the shelter and others at risk was the primary concern. The level of use, the speed with which housing could be achieved, the offer of recovery options, the type/severity of use/abuse, and use on the property all need to be considered when assisting homeless people.

**RECOMMENDATION:** Provide shelter to all, but perform drug tests when drug use is suspected and is putting others at risk. If a person continues to use drugs and cannot maintain housing stability or move toward housing stability, a break from services will be initiated.

## HOMELESS SHELTER MODELS

### Hotel Model—estimated cost \$241,263.00

The hotel model, which is currently used for emergency shelter in Jackson County, is a voucher-based model that provides families with a hotel room for a given period of time while they are assisted with finding housing. After the closure of the “Room at the Inn” model due to various challenges, Jackson Neighbors in Need adopted the hotel model. Staying in the hotel is expected to be short-term and admittance follows the rule of a brick and mortar shelter. Case management is provided as a means to stable housing. Costs vary depending on the hotel used. Costs are negotiated with the hotel owners and have cost in the past \$57-\$75 per room per night. Rooms needed vary with the season but in the warmer weather (historically at the beginning and end of the “cold weather season”) 4-5 rooms are needed and during the cold months up to 10 rooms have been used. People are not usually housed with strangers, though that is an option for single adults of the same sex. Families are, however, given one (sometimes two) room based on the number of children.

Hotel Models are not the most popular models due to finding partner hotels, the lack of oversight of the homeless residents by program staff, and the lack of support for the model. One city that is using the hotel model is New York City and the results are mixed reviews. The citizens of NYC are less than enthusiastic about the use of hotels. The use of the hotels was necessitated by a lack of shelters, lack of places to build shelters and the increase in homeless. And indication of the difficulties of this model for NYC is their plan to phase them out by 2023.

Despite issues in a large city, the hotel model has some advantages along with the disadvantages.

#### Advantages

The advantages are listed in the table in Appendix E. The advantages can be categorized by cost to the program and advantage for the resident. Program costs for start-up, maintenance, security, housekeeping, food, and staff are among the advantages. Using a hotel model eliminates the need for start-up costs incurred when building a shelter or remodeling a building into a shelter. There are also no maintenance costs of the building as those are factored into the cost of the rooms and the hotel is responsible for its own maintenance. Also included in the cost of the rooms is the security, housekeeping and breakfast, all of which reduce the cost to the program. The number of rooms is flexible in that hotel rooms are rented as needed.

Other advantages are those to the residents. Going to a hotel lowers the stigma of being homeless because people do not know exactly why you are staying at a hotel, whereas entering a shelter is more identifiable. Residents have more privacy than some shelters that have residents sleeping in large rooms or with multiple people with whom they are unrelated. Some hotels offer smoking rooms and pet friendly rooms.

#### Disadvantages

Despite the above advantages there are also several disadvantages. Again these are divided into program and resident disadvantages. Since the rooms are limited there could be a greater need to verify the level of homelessness of the individuals/families. This would also reduce the perceptions of the public that people are getting something they don't truly need. Funding is more difficult to obtain



due to the hotel vouchers. Fewer funders are willing to support such a model. And finally since the building is not owned by the program, the program does not build equity.

The residents would have less accountability in maintaining the facility because someone else comes in to clean or provide support. In many brick and mortar shelters residents are assigned chores for the program like cooking, cleaning, or laundry. With a hotel model these are all provided for the residents. There are also a lack of dedicated meeting spaces and staff offices in hotels. Staff offices and meetings of the entire group take place off-site which causes transportation challenges.

Brick and Mortar Shelter: estimated cost: \$365,853.00 (assuming a building and furnishings are already in place)

The traditional model for a homeless shelter is the brick and mortar shelter. A set number of beds are available and expansion occurs when either renovations are made or a larger space is found. Staff is on-site, security is in the building, and residents have a room or a bed for a given period of time.

For Jackson County to begin a brick and mortar shelter, several steps need to be done to begin. Several paths can be taken to begin. A building can either be purchased, donated, renovated or built. Given the number of homeless over the past few years, a shelter with at least 20 beds, a kitchen, dining area, laundry facility, and security system would be the right size. Based on the expense of the Domestic Violence Shelter in Macon County, building a new shelter would be nearly \$1.3 million. Renovating or converting an existing location would reduce that cost but that depends on the amount of the renovations and/or purchase of the building. In Haywood County, the prison transformed to a shelter cost \$342,000 for the first phase.

Once the building is ready for residents, staffing is the next stage. Case managers, night staff, day time shelter staff and a security person are all suggested for the shelter. Some of these positions may be combined, but the duties need to be covered for assistance while in the shelter, security and moving toward housing stability.

Another consideration would be the size and arrangement of the space. Since single men and women would not be able to be served in the same area and families would also have to be separated from men, the design of the shelter would have to address these changes. An alternative would be to focus on a single population, which is what many of the shelters we researched have done. Some shelters only serve families, some only men and other only women.

A brick and mortar shelter presents some unique advantages and disadvantages as presented in Appendix E and discussed below.

#### Advantages

The advantages to the program if a brick and mortar shelter is used is that the entire program is in one space for meetings and monitoring. Staff has offices in that space to make it more convenient to meet with residents. There is an on-site meeting space for meetings, classes, and trainings with the residents. Residents are active participants in the shelter life and maintenance. Residents can assist with cleaning, cooking, laundry, and yard work, thus feeling a sense of ownership or pride in their environment. Residents are also easier to monitor for drug and alcohol violations and progress in getting housing stability. The residents and staff would interact regularly in the same space. And finally the program

would have equity in the building because the costs would go back into a building that is owned by the program/sponsors of the program.

#### Disadvantages

The disadvantages to the brick and mortar shelter are both for the residents and program. For the program the start-up cost would be high, however, this cost would be recuperated over time. There would be an increase in staff as staff would need to be there at night and during the day. In addition, a security person would be needed. The cost of maintenance would be added to the expense as well. Linens, beds, updating furniture, food and other supplies would be needed.

Other disadvantages would be for the residents. Some residents would not be able to be sheltered because of the population. For example, sex offenders would have to be turned away from shelter. They may be able to be served by the program, but not on-site. Space would need to be carefully designed so that different populations (males, females, families) could be served. Or a specific population would be served, thus reducing who could be sheltered. Sex offenders and violent criminals would also have to be screened out of shelter due to risks to the other residents.

Residents would also have less privacy than hotel rooms afford. Whether in a room with many beds or in rooms that have multiple non-related occupants, privacy is reduced. And finally, smoking regulations would need to be put in place and monitored.

#### Hybrid Model: estimated cost: \$368,123.00

The hybrid model combines the hotel model and the brick and mortar shelter. The hybrid model is used so that programs can be inclusive when shelters have restrictions on populations. In particular, the Task Force chose a hybrid model that address sexual offenders and violent criminals. The shelter would house families, single men and single women. When a sexual offender or violent criminal presented with the need to shelter a hotel room and housing at a location that accepted such backgrounds would be the solution. See Appendix E for a summary.

Since this model is primarily a brick and mortar shelter, the costs with start-up and the ideas on running the shelter would be the same. The only difference would be the inclusion of the offender population in the program, but not within the shelter.

#### Advantages

The advantages would be the same as those for the brick and mortar shelter, with the addition of having ALL populations assisted.

#### Disadvantages

The disadvantages would also be the same with two additions. First, residents would not all be treated the same in that those with criminal backgrounds would have the advantages associated with the Hotel Model. The other residents would not have those advantages, thus making the treatment unequal. The second addition is that clients are spread over locations which would make management of cases and clients more challenging for staff. This further separates the treatment since those in the shelter are able to access staff more easily and staff is able to monitor shelter residents more easily.

## **CONCLUSION**

After several months of research and deliberation, three models have been presented and recommendation have been made for best practices. The Task Force makes no recommendations about the shelter models as that was not included in the expectations for the task force.

## Appendix A



## SHELTERS CONTACTED FOR REPROT

County	City	Shelter
Wilkes	North Wilkesboro, NC	Tabernacle of Faith Church Inc.
Mc Dowell	Marion, NC	John Thompson Center
Edgecombe	Tarboro, NC	Tarboro Community Outreach
Caldwell	Lenoir, NC	Kwanzaa Family Inn
Edgecombe	Rocky Mount, NC	United Community Ministries
Almance	Burlington, NC	ACAC
Avery	Boone, NC	Hospitality House
Cumberland	Fayetteville, NC	Teagues Home for Woman
Cumberland	Fayetteville, NC	Gospel Services Homeless Shelter
Lenoir	Kinston, NC	Friends-The Homeless Shelter
Polk	Asheville, NC	Homeward Bound

Appendix B

Questions for Rural Shelters

Jackson County Homeless Shelter Management Task Force 2017

1. What type of shelter/program do you have?

\_\_\_\_ Shelter \_\_\_\_ Hotel Model \_\_\_\_ Other \_\_\_\_\_

2. How long is your shelter open throughout the year?

3. What definition of homelessness do you use?

4. What population do you serve?

\_\_\_\_ Only Single \_\_\_\_ Only Families \_\_\_\_ Both

Other characteristics? \_\_\_\_\_

5. What are your intake procedures?

6. Do you do background checks (if not mentioned in Q5)?

7. What is your organizational structure?

\_\_\_\_ County Agency \_\_\_\_ Privately run \_\_\_\_ Religious organization \_\_\_\_ 501c3

\_\_\_\_ Other \_\_\_\_\_

8. What are your primary funding sources?

9. How many staff do you have and in what types of positions?

10. What is the average length of stay and do you have a limit on how long a person can stay?

11. How many people did you serve last year and to date this year?

12. Do you provide transitional housing or Rapid Rehousing?

Would you be willing to send a copy of your policies, procedures and budget?

Would you mind if a few people on our Task Force come to visit your facility?

## Appendix C



## SHELTER ELEMENTS

These are areas were identified through the discussions at the meetings regarding other shelters. We have several topics under many of these elements to further discuss. These seem to also influence a budget regardless of the "type" of shelter.

1. GOALS TO BE ACCOMPLISHED BY CLIENTS/RESIDENTS
  - i. GOING TO CLASES
  - ii. VOLUNTEERING
  - iii. WORKING
  - iv. EMPLOYMENT READINESS
  - v. WEBSTER ENTERPRISE
  - vi. BRING CLASSES ONSITE
2. CASE MANAGEMENT
  - i. 3 CASE MANAGERS YEAR ROUND
3. BACKGROUND CHECKS
  - i. COST AND LIABILITY
  - ii. MODEL SPECIFIC --- SHELTER AND HYBRID
4. DRUG AND ALCOHOL CHECKS
  - i. FREQUENCY
  - ii. UPON ENTRY
  - iii. WHEN DETERMINED
  - iv. BANNING CLIENTS
  - v. GETTING HELP FOR CLIENTS
5. HOURS AND MONTHS
  - i. 24/7 ALL YEAR
6. TRANSPORTATION
  - i. GETTING A VAN
  - ii. JC TRANSIT NEGOTIATIONS FOR COLLABORATIVE GRANT
7. OPEN TO ALL BUT SEX OFFENDERS
  - i. SEX OFFENDERS WOULD BE HOUSED IN THE HYBRID MODEL
8. RAPIDLY HOUSE
  - i. RAPID REHOUSING
  - ii. TRANSITIONAL HOUSING

Appendix D



# HOMELESS PROGRAM AND SHELTER BUDGET COMPARISON --- All Year

	HOTEL MODEL
Start-Up Expenses	
Purchase/rennovations	
Security System	
Fire alarm system	
Furniture	
Expenses	
Salaries and Fringe	
Director of Program	\$48,215.00
Case Manager 1	\$36,000.00
Case Manager 2	\$16,888.00
Case Manager 3	\$4,000.00
Night time Staff	
Night time Staff	
Night time Staff	
Security guard?	
Building Expenses	
Utilities	
Grounds/Repairs	
Pest Control	
Furniture/Equipment	
Security	
Operating Expenses	
Drug/Alcohol	\$6,750.00
Criminal Checks	
Transportation	\$6,000.00
Food	donations
Non Food Items	donations
Linens	
Hotel Costs	\$113,520.00
Insurance***	
Staff office expense	\$10,000.00
Total	\$241,373.00
Total without start-up	\$241,263.00

SHELTER MODEL	
	\$70,000.00
	\$50,000.00
beds, linens, tables	\$5,900.00
	\$48,215.00
	\$36,000.00
	\$16,888.00
	\$4,000.00
	\$26,000.00
	\$26,000.00
	\$13,000.00
	\$26,000.00
public works	
county expense	
county expense	
	\$2,000.00
	\$600.00
	\$6,750.00
	\$4,000.00
donations possible *	\$131,400.00
donations	
donations	\$2,000.00
	\$18,000.00
communications	\$5,000.00
	\$491,753.00
	\$365,853.00

HYPRID MODEL	
	\$70,000.00
	\$50,000.00
beds, linens, tables	\$5,900.00
	\$48,215.00
	\$36,000.00
	\$16,888.00
	\$4,000.00
	\$26,000.00
	\$26,000.00
	\$13,000.00
	\$26,000.00
public works	
county expense	
county expense	
	\$2,000.00
	\$600.00
	\$6,750.00
	\$4,000.00
	\$131,400.00
donations	
	\$2,000.00
	\$2,270.00
	\$18,000.00
	\$5,000.00
	\$494,023.00
	\$368,123.00

\* Food costs : \$6 per meal X 3 meals X 20 people X 365 days

\*\* Building is used for those who do not pose a threat, non-violent and no sexual offenses. Hotels will be used for those who are vioent

Appendix E



TABLE 1 ADVANATAGES AND DISADVANTAGES OF DIFFERENT SHELTER MODELS

	ADVANATAGES	DISADVANTAGES
HOTEL MODEL	<ul style="list-style-type: none"> <li>• NO START UP COSTS</li> <li>• PRIVACY FOR RESIDENTS</li> <li>• NO MAINTENANCE COST OF BUILDING</li> <li>• FLEXIBILITY IN NUMBER OF ROOMS- NO EMPTY ROOMS/SPACE</li> <li>• FOOD/BREAKFAST PROVIDED IN COST</li> <li>• FEWER STAFF NEEDED BECAUSE SECURITY AND HOUSEKEEPING PROVIDED BY HOTEL</li> <li>• SMOKING/NON-SMOKING OPTION</li> <li>• PET OPTIONS</li> <li>• LOWER STIGMA</li> </ul>	<ul style="list-style-type: none"> <li>• GREATER NEED TO VERIFY HOMELESSNESS</li> <li>• LACK OF ACCOUNTABILITY OF RESIDENCE IN TERMS OF PARTICIPATING IN MAINTAINING THE FACILITY</li> <li>• NO DEDICATED ON-SITE MEETING SPACE</li> <li>• NO DEDICATED ON-SITE OFFICE FOR STAFF</li> <li>• FUNDING CAN BE HARDER TO OBTAIN</li> <li>• EXPENSES DO NOT GO INTO THE EQUITY OF THE BUILDING</li> </ul>
BRICK AND MORTAR SHELTER	<ul style="list-style-type: none"> <li>• ON-SITE OFFICE FOR STAFF</li> <li>• ENTIRE PROGRAM IN ONE SPACE</li> <li>• ON-SITE MEETING SPACE</li> <li>• GREATER MONITORING OF RESIDENTS</li> <li>• RESIDENTS ARE ACTIVE PARTICIPANTS IN THE SHELTER</li> <li>• LONG TERM EQUITY IN THE BUILDING</li> </ul>	<ul style="list-style-type: none"> <li>• HIGH START UP COSTS</li> <li>• COST OF MAINTANANCE</li> <li>• GREATER STAFF NEEDED</li> <li>• REDUCED RESIDENT PRIVACY</li> <li>• COST OF SUPPLIES (NOT COVERED UNLESS RESIDENCE ARE CHARGED)</li> <li>• SMOKING REGULATIONS</li> <li>• NEED FOR SEGREGATING POPULATIONS WHICH INCREASES SPACE NEEDED</li> <li>• SOME POPULATIONS WOULD NOT BE ABLE TO BE SHELTERED (I.E. SEX OFFENDERS)</li> </ul>
HYBRID MODEL	<ul style="list-style-type: none"> <li>• SAME AS BRICK AND MORTAR SHELTER</li> <li>• ALL POPULATIONS ARE ABLE TO BE SHELTERED</li> </ul>	<ul style="list-style-type: none"> <li>• SAME AS BRICK AND MORTAR SHELTER</li> <li>• RESIDENTS WOULD NOT BE TREATED THE SAME (SOME IN HOTELS/SOME NOT)</li> <li>• CLIENTS ARE SPREAD OUT MAKING CASE MANAGEMENT MORE DIFFICULT</li> </ul>