



**TOWN COUNCIL**  
**Committee to Assess Homelessness in Hyannis**  
**Barnstable Senior Center**  
**Monday September 12, 2016**  
**MEETING MINUTES**

**I. BUSINESS**

**A. Roll Call:**

**Members present:** Chair of Committee Councilor Jennifer Cullum, Councilor Frederick Chirigotis, Councilor James Crocker Jr.; Deb Krau; Councilor Debra Dagwan.

**OTHERS IN ATTENDANCE:** Warren Rutherford; Lt. J. Challies; Chief Paul MacDonald; Barnstable Police; Mark S. Ells, Town Manager; Councilor Paul Hebert; Jessica Rapp Grasseti, Town Council President; Paula Schnepf. **ABSENT:** Councilor James Tinsley.

Chair of the Committee Councilor Jennifer Cullum opened up the meeting at 5:35 with public comment. Councilor Paul Hebert spoke about the concept of this very idea years ago, he would like to see something at the base for the homeless veteran's. We can't lose sight of our veteran's as well in this process, there are far too many on the streets, so he would like to see something for them on an already military base. 2/3 of the Vietnam war are deceased, these veterans were not properly cared for back then when they returned and nor we have another wave of soldiers coming home from Afghanistan and Iraq with all sorts of problems and issues and they are not being properly cared for, we need to make sure that we have not lost sight of these individuals when they come home, so he is asking that something be done for these veteran's. He also wanted to thank this Committee for doing all the work they did, he believes that this summer was much better than last and it is due to the efforts of this committee and our local police force, so thank you very much for that.

Chair of the Committee introduced Will Crocker, Town Councilor; and Brigadier General (Ret.) Tony Schiavi, Former Executive Director Joint Base Cape Cod to introduce their plan for Permanent Supportive Housing; Ideas for Today and Tomorrow

Mr. Schiavi explained that this plan they are introducing tonight is different than the one he and Councilor Crocker introduced to the Steering Committee. He also wanted to comment on Councilor Hebert's comments regarding veterans. He is aware of the issues and it is a very important part in his plan moving forward to make sure that all veteran's across the Cape and Islands are housed or have a roof over their head, no veteran should be homeless. The following is the plan introduced to the Homelessness Committee.

**Permanent Supportive Housing**  
**Ideas for Today and Tomorrow**

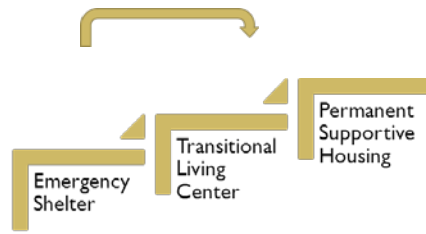
Presented by:

Will Crocker, Town Councilor  
Brigadier General (Ret.) Tony Schiavi  
Former Executive Director Joint Base Cape Cod

Goal:

Develop linked permanent supportive housing facility  
Addresses the long-term housing and rehabilitation needs of the chronically homeless in  
Barnstable

Natural progression from emergency shelters & avoids need for a transitional living center



#### Goal and Objective:

- Stakeholders all desire a common solution to address homelessness within the Town and the mid-Cape area
- This proposal seeks development of a solution for chronically homeless persons and veterans\*
- Consensus based approach with the direction and assistance of the State's Administrative and Legislative branches involving local stakeholders:
  - ❖ Residents
  - ❖ Local business
  - ❖ Service providers
  - ❖ Community organizations
  - ❖ Town and Regional government

\*Final number determined through results of a coordinated entry system being developed through Cape and Islands Regional Network on Homelessness

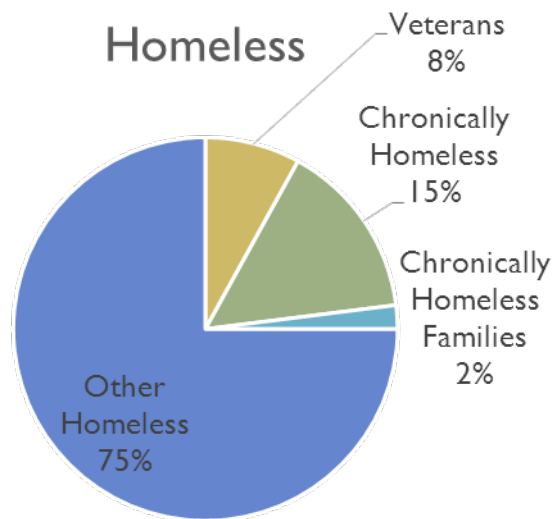
#### Today's Situation:

Current Population of NOAH Shelter: 50

- Breakdown: 66% male / 34% female
- Veterans unknown - they often fail to self-declare
- Many are drug dependent and have mental health issues

#### Barnstable County Homeless Overview:

For Barnstable County in January 2016, 394 people living in shelters or places not suited for human habitation, such as cars and unheated outbuildings. This represents a 10% increase over 2015.



\*A Housing Assistance Corporation Report, CLOSER TO HOME: SUBSTANCE ABUSE TREATMENT OPTIONS FOR THE HOMELESS ON THE CAPE AND ISLANDS

\*\*Percentages from National Alliance to End Homelessness, HUD point in time counts.

#### Permanent Supportive Housing Saves Money:

- Studies prove people experiencing chronic homelessness directed to permanent supportive housing saves taxpayers' money
  - Seattle, WA: participants in the 1811 Eastlake program cost \$2,449 less per person per month than those who were in conventional city shelters
  - Portland, ME: 57% reduction in the cost of mental health services over 6 months, partly due to a 79 % drop in the cost of psychiatric hospitalization
  - Los Angeles, CA: placing 4 chronically homeless people into permanent supportive housing saved more than \$80,000 per year
- In Massachusetts, since 2013, over 1,000 permanent supportive housing units have been constructed.

#### Transitional Housing:

- Transitional housing is viewed as a temporary fix
  - Social services are the primary focus instead of permanent housing
- 80% of chronically homeless continuously cycle through living on the streets, emergency shelters and transitional housing facilities

#### Permanent Supportive Housing:

#### Why?

#### Until now there has been:

- No solution offered after years of discussion
- Stigma associated with the homeless
- No realistic alternative to close the NOAH Shelter
- A desire to move the homeless to other communities
- Siting difficulties - N.I.M.B.Y. Issues

Permanent Supportive Housing; A Better Approach

- Research shows permanent supportive housing is more effective and less costly than emergency shelters and transitional housing solutions
- Dedicated, collaborative and inclusive team concept
  - Deliver all services to the homeless in a safe and supportive residential environment
- Single location – combines all services
- Chronically homeless - significant difficulties managing on their own
- No limit to length of stay
- Recommends partnering with all stakeholders:
- Medical service providers
- Social service agencies
- Local, county and state governments
- Public safety
- Other involved non-profits,
- Residential associations, and
- Businesses
- to create an inclusive and collaborative solution for increased mental, physical, and social wellness for the homeless while providing a permanent, supportive, safe, secure and comfortable housing environment.

#### Process Plan

- Feasibility study ~\$15-25K\*
  - CEDAC loan
  - Hire consultant
  - Engage stakeholders
  - Identify sites, zoning
  - Develop preliminary cost estimates
    - Land acquisition & preparation
    - Construction
    - Operations
    - Funding sources
- Develop Statement of Work
  - \* HAC has agreed to be the proponent

#### Permanent Supportive Housing Blueprint

- Identify site
- Accomplish design, and permitting for a PSH facility
- Construct facility on the site
- Develop interagency service support agreements between all participating organizations
- Transition homeless population to Permanent Supportive Housing facility

Oversight: Administration oversight of permitting, approval, and construction process. Establish performance benchmarks for financing, permitting, construction, and interagency service support agreements between all participating partners.

#### Cost Estimates

Source of Estimate	Development Cost per unit Preliminary	Annual Operating Cost per unit	Annual Service Cost per unit
National Alliance to End Homelessness	50,000-100,000	\$ 8,500	3,000 - 8,000
Estimate # Units			
25	\$ 100,000	\$ 9,000	\$ 8,000
(2 per unit)	\$ 2,500,000	\$ 225,000	\$ 200,000

The cost of developing and operating permanent supportive housing is based on three cost categories: development costs, annual operating costs for the housing, and supportive service costs for the residents. \*National Alliance to End Homelessness estimates. 2012. (Conservative estimate for higher cost per development, annual operating, and annual service cost per unit made to account for estimate changes from 2012 to 2016.

### Operational Annual Cost Estimates

#### Preliminary

	#	rate	hours	total
Staffing 2 person 24 x 7		1020	2080	\$ 416,000
Food		36	365	\$ 341,640
Utilities				\$ 100,000
Security				
Service Cost Estimate*			50 4000	\$ 200,000
Subtotal				\$ 1,057,640

### Rendering of Sample Residence Complex

#### STATISTICS

Capacity: 50 beds

Housing Size: 96' x 112'

Min Lot Size: ½ Acre

Option: 2,500 s.f. farm

Landscape: Fruit trees and privacy bushes

Common: 960 s.f.

Services: 720 s.f.

Reception/Security: 360 s.f.

UNIT COUNT

2 Person Units 25

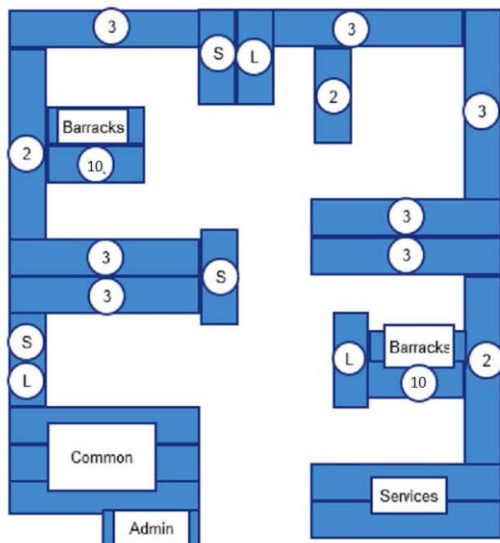
Shower Units 2

Lavatory Units 2

Comb Units 1

Example from The Convergent Center, Palm Desert, CA and modified for Barnstable model estimates.

Rendering of Sample Residence Complex:



Example from the Convergent Center, Palm Desert, CA

#### Recent engagements

- . Meeting with CEDAC: Sara Barcan/Roger Herzog
  - o Linn Torto (EOHCD), Rose Evans (HHS) also present
  - o Support for feasibility study confirmed
- . 2d meeting with HAC(R. Presbrey)
- . Meeting with YMCA (Stacie Peugh)
- . Upcoming visits
- . Northeast Veterans Outreach Center
- . John Ratka – Executive Director

#### Next Steps:

- We have spoken to:
  - o Major General Gary Keefe – Adjutant General Massachusetts NG
  - o Senator Vinny deMacedo, Representatives Randy Hunt, Dave Vieira and Tim Whelan
  - o Administration Officials
  - o Rick Presbrey – HAC
  - o Greg Quilty – Cape Cod Veteran’s Inc.
  - o Transitional Living Center Steering Committee

- Who next?
  - Barnstable Town Officials – Homelessness Sub-Committee
  - Chamber and BID Officials
  - Tom Cahir - CCRTA
  - Social and other service providers – e.g. Cape Cod Veterans Inc.
- Lay out detailed planning and timeline milestones

#### Phase One

Permanent Supportive Housing variant model at Joint Base Cape Cod (JBCC):

- Based on modified Katrina model from 2005
- Sunset not to exceed two years
- Utilize existing facilities for housing, dining and social services
- Support up to 50 chronically homeless from Barnstable and Veterans
- Provide food and necessities, mental health, medical health, and social services
- Supportive transportation plan with CCRTA or other providers
- 24 hour supervision and security
- Dry facility

#### Essential Phase One Elements

- Non-Interference with military training
- Use of one barracks building
- Use of facility suitable for social service providers
- Use of dining facility to prepare and serve meals
- Cooperative regional transportation plan
- Security and base access plan
- Sustainable funding model from various sources
- Support of the Mass National Guard and U.S. Coast Guard Leadership
  - Establish Inter-governmental Support Agreements
- NOAH shelter ceases current operations
  - Could be used for intake prior to arrival at JBCC

## Phase One Cost Estimates

	#	rate	hours	total
Staffing 2 person 24 x 7	10	20	2080	\$ 416,000
Food	3	6	365	\$ 341,640
Utilities				\$ 100,000
Security (MSP)				
Service Cost Estimate*		50	4000	\$ 200,000
Subtotal				\$ 1,057,640

Councilor Chirigotis mentioned that this concept should have been introduced to this committee over a year ago and you should be working with us on this together, you came here tonight to introduce a concept plan that this committee has done solid work on for over a year and want us to jump onboard the plan, you should be buying into our plans that we have worked really hard to come up with for over a year. Mr. Schiavi said that is why they are here tonight to explain what the idea was and to get the committee to work together to get this done. Our veterans are in need of services, but that is not a town issue, the Veteran Association should be taking care of our veteran's, Mr. Schiavi said it is a State and Federal problem. Massachusetts has one of the better services provided to our veteran's. Mr. Schiavi would like to see this Committee join forces with them to help solve this problem. He would like to see the work done by them and the committee members combined to get things done. Chair of the Committee mentioned that the reason that this committee was formed a year ago was to get our Town Manager a seat at the discussion table wherever that may be regarding social services that are provided in this Town. Barnstable never had a seat at the table, we just heard through business and others that this agency is here, and this social service is here, but had no idea how they got here. We do not like the current model of the homeless shelter, we do not like the current management team that has run that shelter for years, and this town would not partner with them to do anything because for years it did not work; which is why we are where we are today, so you may have partnered with them and think it's great, but this Committee will not join forces with an agency that has failed already in the past. Chair of the Committee also wanted to mention that this plan may look good on the paper, but if you have ever been to the camps and seen the living conditions of these individuals and what the needs of these individuals may require, it's not as easy as going in and saying come with us and we will better your life, these individuals will not even have the trust to talk to you, it is a huge process that we have been working on for over a year and the police department has worked with these individuals for over a year and gained the trust just to be able to start the process of talking to them about getting help. Chair of the Committee said this effort to help these individuals should be a united front, not a lot of people with several plans to solve the issue, because the state looks at us as very unorganized if you have several groups attacking this issue at different angles. We need to show the state a united front and a united plan that will solve the issue, and this committee needs to be part of the process as well as our community.

Mr. Schiavi stated we need to at least get started with a feasibility study which is why we need to do this study. If the study is not done then we do not necessarily understand the issue as a whole. The information a feasibility study will provide the data we need to access the individuals and the services that may be needed. Councilor Will Crocker Jr. said a feasibility study will show the needs of this area



and what is needed in this area, what is needed in other areas may not work here because the problems are different or the individuals that need the services may need more than what is provided in other regions.

Councilor James Crocker Jr. stated that he has concerns and wants to make sure that the plan introduced tonight has taken into consideration the type of housing and construction that needs to be considered in order to serve the individuals and their needs. Councilor James Crocker Jr. holds several building licenses and the construction that you have in this plan tonight, he can't tell at all what this is.

Mr. Schiavi said this picture is a picture of a model that was done in another part of the country so obviously it would have to be conformed to the building on Cape Cod; he put the picture in just for a reference on how it could be done and has been done elsewhere. Some are very modern looking, but the housing will have to be redesigned to fit Cape Cod. Councilor James Crocker Jr. said he would like to see the plans they have for housing with true concrete layouts so that others know what exactly your building and how it is going to fit the needs of the individuals you plan on housing. When we talk transitional we have to make sure that the housing is feasible and we need pricing points, we need to know how many units you plan on putting on an acre of land and what is it going to cost to build and maintain, barrack type living is temporary, and if we are looking at long term living, barracks are not long term living. If you don't build something affordable you're not going to be able to afford to put individuals in there and how long are they staying, the photo as it looks like right now is a big room with bunk beds, that is not giving anyone the tools they will need to function on their own or feel good about going on their own, your plan doesn't show any of this, and we need to see this we need to see real costs and real buildings that you intend on building.

Mr. Schiavi stated that these were layouts that he brought just to show an idea of how it can be done, it does not necessarily reflect what would work in this situation that is not for me to decide or us to decide, and it would be whoever builds them. Councilor James Crocker said he would be in favor of the feasibility study if the floor plan made sense and the study was done in the right area.

Deb Krau stated she was not sure what the focus of the feasibility study would be; if it's jumping to the conclusion that we need permanent supportive housing, then that is a different feasibility study that needs to be done; with the reported numbers of NOAH and the Barnstable Police, there are 400 homeless individuals that have chronic homeless issues at one time or another. These individuals that we are looking to put into this long term housing are individuals that have lived in camps and do not have the basic skill set to be in this type of housing. There is room in this plan for transitional housing and permanent supportive housing, but there are some that do not have basic skills to live, so she sees a feasibility study done in this area. The other issue is the 50 individuals that you have spoken about may be the cream of the crop of homelessness and set them up in your model, but what would be the process for the other 350 individuals that did not fit the model, what is that process going to be. Would it be dorm rooms to transitional living or what the process is? Mr. Schiavi said that we do need other input from others, we have said that, and the feasibility study needs to be done to address those concerns so that when you write the study you would include what information you're trying to accomplish and gather. Mr. Schiavi said that the number 400 that he has heard may also involve individual counted twice in one year. Ms. Krau stated that if a person has contact more than once with an agency or an individual they are only counted once. Mr. Schiavi said that if he has the number incorrect, he apologizes for the miss information he has given this evening of the 50 individuals reported earlier in the presentation.

Mr. Rutherford thanked this committee for the hard work that they have done for the past year, and he also wanted to say that this presentation and the information presented tonight could be added to the information of this Committee and build on that for a solution for this community. He further stated that we are all fully aware that there are more than 50 individuals that are homeless, it's been studied and reported by several agencies, however the feasibility study if it is ever done, would give you the information you are looking for, the types of individuals that need the services, who would benefit from any type of housing, what services they may need, or just the approach needed for some of these individuals, it may be one solution or many solutions for the different individuals this plan needs to

service. All of the agencies that are currently working on this issue need to come together and plan this all together so that it is not fragmented, that we are all working towards the solution and have a plan moving forward.

Chair of the Committee stated that the goal of this Committee has always been that we come up with a plan to present to the state as a united front of how we are going to help this situation that is affecting Hyannis more than any other village in Barnstable, so she is suggesting that Mr. Schiavi and others meet with our Police department, meet with our Town Manager, Councilor Paul Hebert who have been involved in this for a very long time that have a lot of information on the homelessness situation, because this plan currently has so many areas in it to fail because the real situation of what is out there is not in your plan at all, this situation is so complicated and there are so many other factors that have not been addressed.

Police Chief, Paul MacDonald stated his concerns are expanding the current NOAH Shelter. He does not want to see a facility built that would encourage more homeless from off Cape to come here because now we have this grand facility to house them, it has always been my goal to close the shelter completely, not expand it use. Most of the calls he receives is regarding the homeless.

ADJOURN: 6:05pm

NEXT MEETING: September 26, 2016 at 6pm