



Lutheran Metropolitan Ministry
Housing & Shelter
Covid Strategy Report
April 1, 2020 to August 31, 2021



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Hotel Hub

LMM operates the Men's Shelter at 2100 Lakeside, the largest shelter in Ohio. In 2019, LMM's 415 beds averaged 97% occupancy, serving 3,373 people through 146,235 bed nights. In March 2020, LMM implemented a multi-tiered response to the pandemic. Beyond facility and program changes (symptom screening/testing, cleaning protocols, personal protective equipment, bottom bunk only, etc.), LMM mobilized to increase exits and provide alternate social distancing and quarantine sites. Working with Cuyahoga County Homeless Services Continuum of Care leadership, began operation of single/double hotel rooms for people with risk factors (age, medical conditions). Since then, with guidance from medical providers, LMM expanded hotel operations to those without risk factors. Since April 2020, LMM has served 3,406 people through 217,786 bed nights, including 102,593 bed nights (47.1%) in hotels. Census was split between Shelter and hotels at roughly 50% census (~200 beds each daily). Staff also accelerated temporary and permanent placements, increasing positive exits by 148% over the same 12-month period last year. This increase was due to both additional resources, new strategies, and greater familial and community support.

Data:

Total bed nights at hotels: 102,593

Unduplicated count of people served at hotels only: 940

Meals served at hotels: 603,523



Housing Incentives

LMM recognizes the largest barrier to exiting from Shelter is often financial barriers and clients can often successfully reunite with friends or family if they are able to provides funds for lodging and meals. Since July 12th 2021, 171 people have received a shelter de-concentration housing incentive, at \$600 per person. Gift cards were used at first and quickly LMM shifted to direct cash transfer due to unnecessary difficulties using cards. All individuals were/are required to have a verified place to go and agree not to come back for at least 60 days. There continues to be ongoing requests, averaging 10 new requests per week. There are currently 15 people who are in process of verification and incentive distribution. There have been approved requests for extensions after the 60 days when there continues to be unstable income, but are currently living independently and are benefiting from this incentive. LMM has established positive relationships with at least four rooming house operators because of this program. One rooming house operator stated this cohort of residents has been the most positive group of “all time.” Housing destinations include: permanent friends/family, temporary friends/family, shared housing/boarding houses and have also assisted people with travel expenses to out of state destinations. Regular aftercare check-in calls are performed within 45 days of their shelter exit. Of the 171 individuals, there were 6 people who have gotten the 30-day extension. Staff also ensure linkage to community partners and clients are keeping their appointments for critical items related to income, housing and mental/physical health.

With a current 95% success rate in positive placements with this intervention, less than 5% of people have returned to shelter, and of those 5% all of those who returned exited into other permanent destinations within 30 days of the return.

All diversion incentives are tracked and the destinations with be verified by staff by verbal contact over the phone with the friend/family member.

Data:

Unduplicated people served: 171

Number of returns who stayed longer than 30 days: 1



Vaccine Incentives

LMM implemented a Vaccine Incentive program at LMM's Men's Shelter in effort to increase the percentage of individuals vaccinated for Covid19 and therefore reduce the risk of transmission of the virus in the Shelter. Client show staff proof of completed vaccination series and then received a \$100 visa gift card. Prior to the program, on a given day, approximately 10% of the Shelter census reported being vaccinated. Since the program began in late June of 2021, LMM's Shelter census has been averaging approximately 39% vaccination rate. LMM partners with MetroHealth to offer vaccines onsite twice a month, however, a shelter client can go anywhere in the community to receive their incentive and show Shelter staff their vaccine card.

Data:

Fully/partially vaccinated all time: 433

Fully/partially vaccinated of census in the last 7 days: 199 (39%)



TIP

Transition in Place & Master Leasing

TIP is a permanent housing model based on a program created by the U.S. Department of Veterans Affairs. An individual moves into an apartment and for a specific period of time and receives full supportive services as if in a shelter or transitional housing program (rent is paid by the program, case management, linkage to income/employment resources, etc.). After a flexible, but capped amount of time (approx. 12 months), the program participant will be stable enough to assume the lease and complete the program. Rent is then paid by tenant to the property owner and supportive case management services will reduce. This model allows a person to remain in the same apartment unit while transitioning from full supportive services to independent housing.

LMM is recently launched a housing initiative modeled after VA's TIP to serve single adults leaving shelter utilizing a master lease approach. LMM assumes the lease of the apartment and sublets to the individual exiting homelessness. It allows for property owner security regarding rental obligation and opportunity for high barrier individuals to obtain housing who property owners otherwise might not rent to (i.e., eviction history, credit score, criminal background). Locating eligible units is extremely challenging, however, to date LMM has enrolled 8 people into the LMM TIP program. All people in the program have sexually oriented offenses, which accounts for 80% of the Men's Shelter's longest stayers. These individuals have a combined total of 4454 shelter nights, which is the equivalent of moving out 111 typical shelter stayers.

Data:

Unduplicated count: 8

Total Shelter nights: 4454

Equivalent typical stayer count: 111



Shared Housing (Roommates)

The Shared Housing model is a housing approach where two or more people share a unit (typically with shared communal spaces and private bedrooms). Benefits include increased affordability, lessened reliance on limited subsidies/political changes, and potential for improved quality of life. LMM operates 6 units of shared housing and is in process of replicating this solution in 2021. Since opening our first property in 2015, only 1 of 20 tenants has returned directly to shelter. Rent is capped at 1/3 fair market rent – \$379 per month including utilities. This rate is affordable to people leaving homelessness with very low incomes, without requiring ongoing government subsidy. During the pandemic, LMM was able to secure funding to renovate the house next door to the pilot home on Coventry Road in effort to further deconcentrate shelter. The house is similar to the existing Shared Housing and will also serve 6 individuals, 3 on each side of the duplex. These units are in unrestricted zones and can serve individuals with sexually oriented offenses.

Data:

Unduplicated count: 20

Returns to shelter: 1

Pods

In effort to create physical barriers between people, increase privacy, and help with social distancing, LMM has piloted a visionary project which has transformed the typical open-bunk shelter layout. Utilizing innovative materials and design, temporary structures have been erected (pictures below) Team of volunteers and small onsite contracting team completed the construction of these structures we have called Pods. Client and staff feedback were solicited during the construction process. The layout continued to evolve to maximize distancing and privacy. This set up serves up to 190 people with these new privacy structures. The expected pace changed throughout the construction therefore the completion time increased, however, it allowed for flexibility as problems emerged to create solutions for and increased sustainability of project. Examples of this include attention to bed bug mitigation and fire hazard and corresponding solutions for this.



E Dorm before pods



Industrial cardboard dividers



Wooden Pods in E dorm

2100 LAKESIDE POD - EAST AREA & INDEPENDENCE BED CNT. STUDY - SUPPORTING DIAGRAM

CONCEPT DIAGRAM

SUMMARY		
EAST AREA	= 94 BUNK BEDS	188 BEDS
VETERAN	= 18 BUNK BEDS	36 BEDS
PASSAGES	= 21 BUNK BEDS	42 BEDS
INDEPENDENCE	= 42 BUNK BEDS	84 BEDS
SUBTOTAL	= 175 BUNK BEDS	350 BEDS
		15 MAT
TOTAL	= 175 BUNK BEDS	365 BEDS / MATS

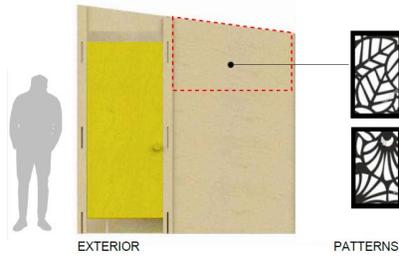
TEMPORARY OPEN AREA DIVIDERS



EAST
 □ = 42 — 5/8" TRIPLE PLY CARDBOARD (ATTACHED w/ INDUSTRIAL GRADE VELCRO)
 □ = 52
 EAST TOTAL = 94 BUNK BEDS (188 BEDS)

INDEPENDENCE
 □ = 42 — 5/8" TRIPLE PLY CARDBOARD (ATTACHED w/ INDUSTRIAL GRADE VELCRO)
 INDEPENDENCE TOTAL = 45 BUNK BEDS (90 BEDS)

Concept diagram – pod layout



Pod rendering