THE PATH MALL
Los Angeles, CA Vertical Campus

LOCATION

The PATH mall is located halfway between Downtown Los Angeles and Hollywood. The area is predominantly a mid-urban with small businesses in older buildings, low-to-medium density housing developments, and public schools nearby. The Metro Subway stop is two blocks away.

POPULATION

Total: 53,798
Male Adult: 36,682
Female Adult: 12,449
Male Child: 2,439
Female Child: 2,228
Chronically Homeless: 13,613
Homeless Youth: 5,736
Homeless Veterans: 6,248
Severely Mentally Ill: 16,229
Chronic Substance Abuse: 19,207
HIV/AIDS: 511
Domestic Violence: 4,827

DAY SERVICES

Basics (showers, restrooms, hygiene items, phones, mail, clothing)
Salon, Personal Care
Sack lunches for all Visitors
Behavioral Health and Medical Services
Substance Abuse Recovery
Housing Assistance
Employment Assistance
Veterans Services
Public Benefits Assistance
Legal Assistance

NIGHT SERVICES

39 beds – single men
21 beds – single women
20 beds – 2 per private room
10 private transitional rooms - single mothers with school-age children
18 private transitional rooms – single men with HIV/AIDS

OTHER AREA SERVICES

Los Angeles Homeless Services Authority
Los Angeles Mission
Skid Row Housing Trust
LAMP Community

About the PATH Mall

The PATH Mall (People Assisting The Homeless), opened in 2002 in a former manufacturing building. It is a 4-story building employing the vertical campus model of homeless services. PATH Mall is based on a shopping center concept of all services being in the same building. The current facility incorporates shelter areas with day service areas and case management. In the first floor of the building are a health center, legal assistance, benefits assistance, mental health care, job center, veteran services, substance abuse treatment, personal care center and basic services. The upper floors of the building have transitional housing units for single men, women, families and single men living with HIV/AIDS in separated floors.

PATH has offered homeless programs, including day centers, job programs and housing, across the Los Angeles since 1984. PATH is currently progressing with plans for a PATH Metro Campus with construction of two additional buildings on-site of the PATH Mall for 190 permanent supportive housing units.

PROS

Multiple Services Within One Building
Health, Behavioral Health, Job Center, Veteran Assistance, etc.
Model Can Be Copied
PATH opened PATH Connections in San Diego in 2013
Community Health Clinic, Day Services, Transitional Housing
Adaptive re-use of historic building in Downtown San Diego

CONS

Serves Small Number of Area Homeless Individuals
Los Angeles has largest number of individuals living on streets in nation
Approximately 40,000 unsheltered individuals (~2/3 of total pop.)
**About Bud Clark Commons**

This vertical campus building, constructed in 2011 and known as the Bud Clark Commons building, consists of a single building with eight stories. Floor 1 includes the shelter (90 beds for men), kitchen, exercise room, and storage. Floors 2 and 3 include day services available to all area homeless individuals. Day services include showers, clothing, laundry, voice mail services, computer lab and housing assistance. Floors 4-8 include 130 permanent supportive housing units for the most vulnerable homeless.

Part of the City of Portland’s Ten Year Plan to End Homelessness. Bud Clark Commons is a partnership between the City of Portland, Multnomah County, Home Forward (local housing authority) and Transition Projects, a local non-profit. Transition Projects operates the shelter and day services on the lower floors of the building. Home Forward manages the permanent supportive housing units on the upper floors.

Bud Clark Commons is the first LEED Platinum-certified building built specifically for homeless services. The building has also won awards from the America Institute of Architects for its design.

**LOCATION**

Bud Clark Commons is located adjacent to Portland, near the Portland Union Rail Station and Greyhound Bus terminal, and the Willamette River. It is surrounded by mid-rise office and government buildings.

**POPULATION**

- Total: 6,824
- Singles: 4,700
- Persons in Households with Children: 2,028
- Persons in Households only Children: 42
- Chronically Homeless Individuals: 1,908
- Homeless Youth: 579
- Disabling Condition: 2,352
- Veterans: 413
- Domestic Violence: 835

**DAY SERVICES**

Basics (showers, restrooms, hygiene items, phones, mail, clothing)
- Message Service
- Lockers
- Laundry
- Food Pantry
- ID assistance
- Case Management
- Behavioral Health and Medical Services
- Housing Assistance
- Job Training
- Transit Tickets
- Internet/Computers
- Bicycle Parking
- Pet Area

**NIGHT SERVICES**

- 90 shelter beds – single men
- 130 permanent supportive housing units

**PROS**

- AIA award winner and LEED-Platinum Certified Building
- Aesthetically pleasing building reduces stigma of "public housing"
- Uses vulnerability index to Place People into 130 Housing Units
- Men’s Emergency Shelter and Engaged Day Center located Inside Building
- Includes job training and life skills, restrooms, mailboxes, storage lockers, and clothing for job interviews

**CONS**

- Neighbors Unhappy
- Reports of crime from within the building
- Increase im Police calls to area
- Two Agencies Responsible for Services
- People confuse Transition Projects day and shelter services with Home Forward’s permanent supportive housing program

**Other Area Services**

- Portland Rescue Mission
- Salvation Army Female Emergency Shelter
- Goose Hollow Family Shelter
- My Father’s House Family Shelter
CENTRAL ARIZONA SHELTER SERVICES (CASS)
Phoenix, AZ Campus

LOCATION
The campus is located in close proximity to downtown Phoenix, in a light industrial area with large, open lots, next to a main railroad line, and a major bus route. The campus is located off major thoroughfares and reduced street frontage. The reduced street frontage allows for controlled entry into the campus.

POPULATION
Total: 5,918
Adults (over 24)= 3,491
Homeless Youth = 601
Children (under 18)= 1,819
Persons in Households with Children= 2,429
Persons in Households only Children= 24
Persons in Households without Children= 3,435
Veterans= 297
Chronically Homeless Individuals= 499
Severely Mentally Ill= 320
Chronic Substance Abuser= 299
HIV/AIDS= 6
Domestic Violence= 337

DAY SERVICES
Basics (showers, restrooms, hygiene items, phones, mail, clothing)
ID Assistance
Case Management
Behavioral Health and Medical Services, including Dental Veterans Assistance Housing Assistance Employment Assistance Financial Counseling Child Development and Family Services Rapid Re-housing for most vulnerable

NIGHT SERVICES
400 beds – single adult shelter (male and female; Designated shelter beds for veterans)
300 spaces/mats – men-only emergency shelter

About the CASS
CASS (Central Arizona Shelter Services) Home Service Campus is a multi-building campus that includes administration offices, the day resource center, an adult shelter, a human services building, and a men-only emergency shelter. The campus model began in 1984 with construction of the first buildings.

Clients start at the Men’s Outreach Shelter. The maximum length of stay is 90 days. If clients need assistance following that time period, they transition into the Single Adult Shelter. Case management begins once clients enter the Men’s Outreach Shelter.

PROS
Case Managers Work with Each Single Adult Shelter Client
Case managers develop individual plans to help clients leave homelessness
Campus Allows Multiple Services On-Site
Includes Case Management, Veteran, Employment, Housing and Family Services, as well as Dental Clinic and Basic Services

CONS
Very Basic Services at Men’s Outreach Shelter
Sleeping mat, blanket and water
Night time only
Not Enough Beds
300-400 individuals sleep in a parking lot (East Lot) each night due to overcrowding at Men’s Outreach Shelter

APPLICATIONS
Please refer to the CASS website for the most current information on applications.

Other Area Services
Vista Colina Emergency Family Shelter
Arizona Housing, Inc.
Phoenix Rescue Mission
Respite Shelter
Tumbleweed Center for Youth Development (9-18 years)
Homeward Bound
About Heaven for Hope

Opened in 2010, Haven for Hope is a closed campus with centralized intake services. Prospects Courtyard is an outdoor sleeping space with basic services, including: meals, showers, laundry and basic medical and behavioral health care. If a client is a Bexar County resident, he can graduate into the Transformational Campus. A client of the Transformational Campus receives case management to find permanent housing. Haven for Hope hosts 36 community partners on site.

Pros

- Partners with 93 Service Providers
- 36 Located on Campus,
- 45 Community Referrals,
- 12 Community Support Partners
- Actively Move Towards Housing
- Case managers work with clients to obtain housing on their own or with programs’ help

Cons

- Neighbors Complain about Cleanliness and Crime
- Police calls have increased 42% in neighborhood
- Require increase police patrols
- Claims problems of homelessness simply shifted from Downtown to new neighborhood
- Long Waiting List
- Limited space in Transformative Campus keeps clients in Prospects Courtyard

Day Services

- Basics (showers, restrooms, hygiene items, phones, mail office, donation warehouse, clothing)
- Food services
- ID Assistance
- Behavioral Health
- Substance Abuse Recovery
- Spiritual Services
- Job Training
- Employment Services
- Education Services
- Skills Training and Education
- Legal Services
- Childcare
- Youth and Family Activities
- Library
- Locked Storage
- Pet Kennels

Night Services

- Prospects Courtyard-600
- Transformational Campus Housing-795

Other Area Services

Alamo Area Resource Center
City of San Antonio Homeless Assistance Services
San Antonio Housing Authority
Salvation Army

Location

Located 1.5 miles from the downtown “core”, near the intersection of several major interstate highways in an area with other office buildings, light industrial businesses and some multi-family residential buildings. It has access to major bus routes via a short walk.

Population

Total= 2,892
Adults (over 24)= 2048
Homeless Youth= 195
Children (under 18)= 649
Mental Illness= 501
HIV/AIDS= 30
Physical Disability= 299
Chronic Substance
Abuse= 530
Veterans= 262
Chronically Homeless Individuals= 101
**DEPARTMENT OF HOMELESS SERVICES**

**New York City, NY  Scattered Site**

**DAY SERVICES**
- Office of Client Advocacy to help with various public and homeless services
- Veterans Service Unit (services and resources connections, housing placement, medical care, public assistance)
- Homeless Prevention in the form of: rental assistance; landlord/tenant mediation; budgeting; job training; public benefits
- Street Homelessness and Outreach teams, 24/7 Legal services for homeless advocacy
- "Right to Shelter" mandate provides temporary emergency shelter via many shelters throughout the community
  - Adult Families (without minor children younger than 21)
  - Families with Children, and Pregnant Women
  - Single Adults
- Grand Central Food Program (1,000 meals each night to homeless on the streets)
- "Homebase" program serves to prevent homelessness via: rental assistance; landlord/tenant mediation; budgeting; job training; public benefits
- Private apartments with support services on site for single adults
- Apartments for single mothers with children
- Housing for HIV/AIDS homeless people

**NIGHT SERVICES**
- "Right to Shelter" mandate provides temporary emergency shelter via many shelters throughout the community
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**LOCATION**
New York City Homeless services are scattered throughout the city, neighborhoods, and surrounding area

**POPULATION**
Total: 64,060
Largest homeless population in the nation

**About the Multiple Buildings**
New York City’s Department of Homeless Services provides scattered services throughout the city and boroughs, primarily in facilities operated by nonprofit organizations (under contract with the City). Homeless New Yorkers receive social services on-site, and shelters target specific populations of clients to better address their varying circumstances and needs. The City uses 311 to provide 24/7 outreach services. Clients seeking shelter must go through specific intake centers and then are sent to shelters around the City.

**PROS**
- Department Houses over 50,000 individuals Nightly
- DHS is mandated to provide housing and shelter to anyone without housing alternatives
- Over 250 Shelters and Housing locations throughout five boroughs
- Approximately 95% Shelter Rate
- Allows for daily census
- Supportive Services On-Site
- Most Shelters/Housing have services in Same Location

**CONS**
- Homelessness Rates Still Rising Due to Lack of Affordable Housing
- Opened over 20 new shelters last year to meet demand
- Budget for DHS is $903.5 million Annually
- Department employs over 2,000 individuals
- Neighborhoods Complain Shelter Site Selection is Not Transparent
- No Notification Requirement (though it is standard policy)

**Other Area Services**
Coalition for the Homeless

| CASE STUDIES | HOMELESS SITE EVALUATION COMMISSION | 11 |
DENVER HOMELESS SERVICES
Denver, CO Scattered Site

Other Area Services
- The Gathering Place
- The Delores Project
- Colorado Coalition for the Homeless
- Catholic Charities

The Denver Rescue Mission operates a number of facilities and shelters around Denver. The Lawrence Street Shelter opened in 1970 and is the closest to being a “main facility” for DRM. It houses a medical clinic offering a variety of services. There is also a shelter with 300 beds, client services including clothing distribution and other needs and meals available at the Lawrence Street facility. Many of these client services are also available at other locations.

St. Francis Center is the largest day center, it can serve up to 900 people a day. St. Francis offers basic day services, including: showers, clothing, storage, day labor jobs, basic case management.

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<tr>
<th>LOCATION</th>
<th>POPULATION</th>
<th>DAY SERVICES</th>
<th>NIGHT SERVICES</th>
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| Most homeless services are located due West of Downtown | Total = 11,167  
Chronically Homeless = 709  
Domestic Violence = 1,395  
Persons in Households with Children = 1,853  
Veterans = 626  
Homeless Youth = 921 | Varies On Facility | Varies On Facility |

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<tr>
<th>PROS</th>
<th>CONS</th>
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| The Rescue Mission Runs Lawrence Street Emergency Shelter and The Crossing  
Allows for easy coordination between Shelter and Transitional Housing  
The Crossing houses up to 500 men, women, and children  
Day Center Largest Services Program  
St. Francis Day Center can help 900 persons/day  
Lawrence Street Emergency Shelter sleeps 300 persons/night | Lack of Funding  
Especially during Winter  
Operating At or Near Capacity  
Because there is a number of small shelters, the system has excess capacity to sleep individuals each night |

Homeless services in Denver closely mimic those offered in Salt Lake City. Independent organizations offer a variety of services within close proximity to each other. Programs are coordinated by Denver’s Road Home. The organization is charged with implementing the City’s Ten Year Plan to End Homelessness.

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St. Francis Center is the largest day center, it can serve up to 900 people a day. St. Francis offers basic day services, including: showers, clothing, storage, day labor jobs, basic case management.
THE ROAD HOME
Salt Lake City, UT - Scattered Site

LOCATION

Located 1.5 miles from the Downtown “core”, near the intersection of several major interstate highways in an area with office buildings, light industrial businesses, and some multi-family buildings. It has access to light rail and major bus routes via a short walk.

DAY SERVICES

Case Management
Basic Services
VA Outreach

NIGHT SERVICES

Men’s Emergency Shelter
Women’s Emergency Shelter (during winter months)
Family Emergency Shelter (during winter months)

POPULATION

Individuals in ES= 5,110
Persons in Families in ES= 2,583

Individuals in TH= 514
Persons in Families in TH= 532
Total= 1046

Individuals in PSH= 906
Persons in Families in PSH= 802
Total= 1,708

DSBL COND in ES= 3,402
DSBL COND in TH= 513
DSBL COND in PSH= 1,140

Veterans in ES= 673
Veterans in TH= 369
Veterans in PSH= 224

Youth (18-24) in ES= 599
Youth (18-24) in TH= 17
Youth (18-24) in PSH= 40

Other Area Services

Catholic Community Services
4th Street Clinic
SLCPD HOST Program
Volunteers of America, Utah
Veterans Affairs
The Rescue Mission
Crossroads Urban Center
YWCA
Valley Storefront/Safe Haven
The Good Samaritan Program
Homeless
Welfare Square

About the Road Home

The Road Home operates the Salt Lake Community Shelter, the largest Emergency Shelter in the State of Utah. In addition to the Emergency Shelter, the Road Home operates Palmer Court and the Wendell Apartments, which are scattered site PSH. They operate the Community Winter Shelter, 529 W. 7300 S., during the winter months, which is an Emergency Shelter for Families. Formerly the Travelers Aid Society, the Road Home was established in 1923. The Salt Lake Community Shelter has been at its current location, 210 Rio Grande Street, since 1988.

The Shelter has beds for Single Women and Single Men as well as Medical and Case Management beds available. Palmer Court is a 201 unit PSH facility and the Wendell Apartments is a 32 unit facility. There are a variety of services located at the Shelter including laundry, showers, hygiene products, clothing, employment services, ID’s and transportation assistance. There are Case Managers on site to assist clients in finding housing and other services. The Department of Veteran Affairs has an outreach office located at the Shelter in order to help veterans find housing and services quickly.

Across the street, Catholic Community Services operates St. Vincent dePaul’s Food Kitchen and the Weigand Center, a day center for clients. Also located nearby is the 4th Street Clinic which is a medical and dental clinic for homeless individuals and families. VOA has a Street Outreach Team (SET) which engages clients and provides service referrals and assistance. SLCPD’s HOST program operates out of the Metro Support Bureau’s Resource Center, located at 420 West 200 South.

PROS

The Road Home does not turn anyone away from its Emergency Shelter
People can sleep on mats on the floor if necessary
There is an overflow shelter at St. Vincent’s Dining Hall
There are medical beds on site for those who need to recover from surgery/illness
There are Case Managers on site to work directly with the clients
VA has outreach on site to help refer individuals to services
Community Winter Shelter is open during the winter months for Families
Works well with other service providers to coordinate care and services for clients
Uses VI-SPDAT to assess the vulnerability of clients
Most services are within walking distance which allows easier access for clients

CONS

Not enough PSH/TH to meet the need
Not enough Medical Detoxification beds
Not enough Behavioral Health Services available
Not enough Long-Term Storage for clients
Clients must line up outside the Road Home to enter each night
Clients need to be out of Shelter from 8:00am -10:00am every day for cleaning
There are issues with cleanliness, safety and crime in the area, particularly on Rio Grande Street
Some clients avoid finding work so that they can stay in line
Drug Dealers use the mass of people as cover for their drug activities