



Austin Public Health



Office of the Director

P.O. Box 1088


Austin, Texas 78767

Phone (512) 972-5010

Fax (512) 972-5016

MEMORANDUM

TO: Mayor and Council

FROM: Stephanie Hayden, LMSW, Director 

DATE: April 13, 2018

SUBJECT: Response to Resolution 20171012-015,
Contract for Services at the Austin Resource Center for the Homeless (ARCH)

On October 12, 2017, Council passed Resolution No. 20171012-015. The resolution directs the City Manager to conduct a stakeholder engagement process to redefine the scope of services at the ARCH, with a focus on operating within the intended built capacity. The resolution also directs that the scope consider recommendations from the Bloomberg iTeam, the Ending Community Homelessness Coalition (ECHO), the National Alliance to End Homelessness, and other community partners.

Stakeholder Engagement: Community Forums

This past winter Austin Public Health (APH) conducted the following forums to generate input on operations at the ARCH:

Date	Location	Invitees
December 15, 2017	City Hall	Downtown Pilot Stakeholders
December 16, 2017	Manchaca Branch Library	Public
January 9, 2018	Virginia L. Brown Rec.	Public
January 19, 2018	City Hall	Public
January 19, 2018	Rosewood-Zaragosa NC	Public
February 5, 2018	City Hall	Public
February 6, 2018	ARCH	Front Steps' Staff/ Board Members

Press releases for the forums were sent on December 6, 2017 and January 26, 2018. All forums were well attended, ranging from 15 to over 50 participants at each. Attendees represented:

Austin Police Department	ECHO
Austin Public Health	Front Steps
Austin residents outside of the downtown area	Homelessness Outreach Street Team (HOST)
Austin/Travis County EMS	Integral Care
Caritas	Local press
City of Austin Innovation Office	Nurses
Current and former clients of the ARCH	Office of the City Auditor
Downtown Austin Alliance	Salvation Army
Downtown Austin Community Court	Staff from offices of the Mayor and Council Members
Downtown business owners	University of Texas students and professors
Downtown residents	



Austin Public Health



Stakeholder Virtual Engagement

A feedback survey was sent to all interested attendees as well as other stakeholders who were a part of the Collaboration Technologies for Organizations Serving the Homeless (CTOSH) listserv (approximately 600 members). The survey closed on March 2, 2018 and yielded responses from 79 individuals (attached as Appendix A).

Additionally, an email address was established and shared through press releases, CTOSH listserv and at all community forums to receive additional questions or comments.

Bloomberg iTeam Recommendations

The City Innovation Office's Bloomberg iTeam has been working over the past several months to gather data from persons experiencing homelessness, those standing or sitting outside the ARCH, agencies who provide homeless services and emergency response services, community members, law enforcement, downtown business owners, and engaged stakeholders.

The iTeam interviewed over 100 persons experiencing homelessness as well as the Homelessness Advisory Council of Austin (HACA). HACA membership is comprised of persons with current or former lived experience of homelessness. Through this intensive research, the iTeam has developed and presented several recommendations for the operation of the ARCH and the broader sheltering system in Austin. These recommendations were presented in a memo dated March 1, 2018 (attached as Appendix B).

National Alliance to End Homelessness (NAEH) Recommendations

APH executed a contract with the NAEH, a national expert out of Washington, D.C., which currently provides consulting services, qualitative and quantitative data analysis and recommendations for the ARCH solicitation scope of work. They will provide training for community providers and the named contractor for operation and services at the ARCH. Department staff will work with NAEH and a team of community members on the sheltering process.

ECHO's Action Plan

In developing the scope of work for services at the ARCH, APH is reviewing the ECHO Action Plan to End Homelessness (February 8, 2018), a more current version of ECHO's March 2017 "The Austin Agreement to End Homelessness" report.

Request for Information

A draft scope of work will be shared with the Council and Mayor and released publicly through a City of Austin Request for Information process in May 2018. This will provide an opportunity for public input and feedback prior to finalizing the scope of work and releasing the competitive solicitation.

Transitioning to New Contract, Services and Program Design

Due to the importance of shelter, transitioning from the current operations to the new operations requires deliberate planning and adequate time for implementation. APH staff have been working with Purchasing Office staff to develop a timeline for the solicitation process and transition phase. It is necessary to add an extension to the current contract with Front Steps for up to six months to provide emergency shelter services to our homeless population. This extension option will be requested of Council in May.

APH is committed to continue working with our community partners to ensure that services at the ARCH are delivered in a manner that best serves the interests of the clients, the public and the City.



Austin Public Health



If you have any questions, please contact me at 512-972-5010.

cc: **Spencer Cronk, City Manager**
 Sara Hensley, Interim Assistant City Manager
 Adrienne Sturup, Acting Assistant Director

Attachments

ARCH Stakeholders Questionnaire

Q1 If you were someone experiencing homelessness, describe what you would like to do at the ARCH and what the experience would be like for you.

Answered: 78 Skipped: 1

#	RESPONSES	DATE
1	Have access to services, comprehensive health care and connection to a shelter bed designed for people like me. I am a woman so I would like to have access to a centralized system that can connect me with a women shelter. If I had my kids, then to a family shelter.	2/28/2018 6:31 AM
2	I would like to be directed to specialized services that would help me improve my condition. Physical, medical, mental, job related, educational and help with access to housing.	2/27/2018 11:15 PM
3	have a place to sleep that is safe, most importantly. after that, wash laundry, take a shower, access a computer/access computer classes, get case management assistance, perhaps have a MAP person there a few times a week to sign clients up for MAP, have an employment specialist from Goodwill a few times a week to provide employment assistance (perhaps some kind of training program-social enterprise for clients?), have access to MH services, pick up basic need items, get bus passes, basic health services,	2/27/2018 8:20 AM
4	safe	2/26/2018 11:56 AM
5	Find temporary housing today not a lottery system where I have to be lucky to gain a safe place to sleep for each night. The experience would need to be with dignity and not a hurry up and wait in line for assistance system.	2/24/2018 3:36 PM
6	I would like the resource center and the shelter to operate in separate spaces. In the current model it can be difficult to access resources from co-located agencies due to the shelter "gate-keepers" and limited hours co-located agencies are on site. Clients have to go through shelter staff to access all co-located resources which creates barriers and limits access to services. The co-location of the resource center and shelter also creates an environment that prevents some individuals from accessing resources due to safety concerns.	2/23/2018 3:57 PM
7	Never served by ARCH	2/23/2018 1:15 PM
8	Safe place, ability to shower, clean clothes and food. Able to get medical help if needed.	2/22/2018 4:44 PM
9	Job search assistance, resume building, low-cost housing options, access to mental health support and/or addiction resources.	2/22/2018 4:18 PM
10	Have a safe place to sleep, not have to worry about theft, bedbugs, or verbal abuse/disrespect from staff.	2/22/2018 9:42 AM
11	Receive assistance with housing search. Receive a meal, locker, & bed to sleep in. Have access to laundry (detergent) & showers (hygiene/towel) as needed.	2/22/2018 9:09 AM
12	I would like "organized" access to a variety of partner agencies / resources, both local, state, federal, as a one-stop-shop. ECHO, Integral Care, VA, etc. And for ARCH to then act as an access point to other, smaller, targeted shelters throughout the city.	2/22/2018 8:40 AM
13	Safe housing, not a shelter would be ideal. Haven for Hope in San Antonio provides a model that is a great starting point. People should be able to access the ARCH to obtain what they need to obtain permanent housing.	2/22/2018 8:28 AM

ARCH Stakeholders Questionnaire

14	A hall at a shelter dedicated to persons with animals. There could be a kennel next to each bed. People are responsible for picking up for their animals. Can ask for a vet to donate hours and resources for vaccinations needed ONLY to be able to stay in shelter. It would be a great way to increase donations from new people - who might be more interested in donating time or resources to animals than homeless population (at first). These clients would be connected quickly to housing resources so that the beds can free up for other people. This might decrease the number of unsheltered homeless individuals in the community who generally aren't connected to services because they can't get case management without entering a shelter and also are less mobile due to transportation with animal. This would be new and creative for our community but also throughout the state. Austin would be the perfect place to pilot this - we have some serious animal lovers.	2/21/2018 4:29 PM
15	I would want the opportunity to meet with individuals that could assist me in completing all applications to access available services for financial support, transportation, social service support, medical navigation. I would want the opportunity to either work to earn either some money or placement in the shelter for the evening. I would like the opportunity to address any behavioral health or substance use issues so I would have a greater chance of being able to get out of homelessness. I would like to have opportunities to engage in something that gives me a sense of purpose or hope for something better.	2/21/2018 3:31 PM
16	Take a shower, sleep, get hygiene products and support, I imagine I'd feel nervous and scared.	2/21/2018 3:20 PM
17	I would like someone to help me quickly get back into housing. I can assume I would have already tried to attain (and was unsuccessful in attaining) resources that I am aware of in the community- thus I would need someone to assist me in navigating resources I was not aware of.	2/21/2018 3:07 PM
18	Shower, Eat, Store Personal Items, Obtain social services	2/21/2018 2:43 PM
19	I would like to have a place to stay that felt safe and clean and I would like to be working on goals while staying at the arch to gain employment and housing.	2/21/2018 2:20 PM
20	Be kept separate by gender and not have a long wait time to enter the facility.	2/21/2018 2:05 PM
21	Store personal belongings for a short time period, shower, get a meal, meet with a case manager, have a place to stay for the evening, gain access to housing resources, gain access to employment resources, store medications, do laundry, access computers, access phone chargers, sign up for phones, have access to free clothing, access mental health services.	2/21/2018 2:04 PM
22	I would like a private area to clean up (shower stalls, etc). I'd like a quiet area that's semi-seperated to get away from noise/tc/etc. and to sit in silence/pray/creative space/etc. I'd like staff to walk around and be very present to feel a sense of safety.	2/21/2018 1:52 PM
23	First of all, I think the ARCH does some great things for the homeless-access to showers, laundry, medical assistance and case management. Due to such a huge homeless population, if funding permits, increasing your staff may be helpful to address all the clients needs. I know a lot of clients that feel afraid to go to the ARCH due to drug dealers, theft and fighting among other clients. Need more affordable housing with case managers in the building to assist all their needs.	2/21/2018 1:10 PM
24	The arch is not the answer, I would seek elsewhere to go.	2/21/2018 1:08 PM
25	Safe shelter; clean, pest-free bedding; showers; computer/internet access; housing resources provided by a professional; other resources and referrals available as needed	2/21/2018 12:42 PM
26	I would want to be treated with respect and dignity, and have privacy to talk with ARCH staff about my needs.	2/21/2018 12:01 PM
27	I would be offered a safe clean space to sleep and store my belongings with housing counselors who are able to help me work toward my goals of self-sufficiency in a person-first, trauma informed and mental illness informed manner.	2/21/2018 11:30 AM
28	N/A	2/21/2018 11:12 AM
29	Sleep, shower, rest, connect with resource providers, have a place to safely store important personal items/documents. Currently, the experience would be chaotic, scary, frustrating, and not restful. As a woman, it would be hard to feel comfortable there.	2/21/2018 11:10 AM

ARCH Stakeholders Questionnaire

30	If I were experiencing homelessness and I went to the ARCH, I'd hope that I would be greeted kindly and warmly, treated with respect, and staff would have a trauma-informed approach. I'd expect a staff to be available to direct me to the resources I need (even if that means there are none). I'd expect to be able to speak with a case manager or staff person about my situation and potential solutions. I'd expect to be able to do that in a quiet, private space where I could disclose very personal information about my situation and have the staff listen to me and offer solutions and/or be transparent when there are none.	2/21/2018 10:56 AM
31	Fortunately, I've never experienced homelessness, but I think being in a homeless situation would be scary. I'm not sure I'd feel comfortable staying in a large shelter, but if I did, I'd want someone to welcome me and orient me to the ARCH and what it has to offer. I would want a safe, clean, well-organized place to be during the day and to sleep at night. I would need to be able to do daily living activities (eat, sleep, shower, wash clothes). I'd expect to be protected from violence, theft, and health issues (bed bugs, lice, illegal drugs). I'd like my stay to be as short as possible, so having case managers help me get housing and other resources would be helpful. Having well-trained, skilled, patient staff would be important. I appreciate having a health care clinic on-site, as well as staff from other agencies that can help link people to resources. Having mental health care and substance abuse treatment available would be helpful.	2/21/2018 10:51 AM
32	I would like to get help with income, and support around mental health. I would like for ARCH to be a drug and violence free environment so I can feel safe staying at ARCH/Front Steps.	2/21/2018 10:43 AM
33	Access resources (internet, places to charge electronics, lists of places to get food/employment/housing, a streamlined and intuitive pathway to individualized help). A place to sleep at night. A place to consistently be able to store possessions. A safe environment with less thievery.	2/21/2018 10:14 AM
34	Get assistance connecting to resources like ID documents, mental health, medical services, housing, food stamps, VA, substance abuse treatment, etc.	2/21/2018 10:09 AM
35	Have a safe and clean and welcoming environment to walk in to. The loitering, drug dealing, and prostitution in front of the building is scary and dangerous and prevents people who need help from accessing services.	2/21/2018 10:04 AM
36	I would hope that things would be safer and cleaner, and more beds were available, of course.	2/21/2018 9:43 AM
37	Tell me up front what my options are, especially if I had children. Where can I stay (safely) tonight? Homelessness is not 8-5, if I became homeless after 5 or 2 am in the morning is there someone I could talk to?	2/21/2018 9:41 AM
38	Should be staff to talk to about options - should be emergency beds	2/21/2018 9:29 AM
39	I would want case management services. With the current environment around the ARCH I don't think it would be a good experience.	2/21/2018 9:16 AM
40	I would like to help others staying at the ARCH and learn how to help those massive amounts of other people in Austin to end homelessness.	2/21/2018 8:56 AM
41	Save and comfortable environment for me to stay for a night. During the day, having services available to me such as applying for food stamps, SSDI/SSI, healthcare services, and housing services.	2/21/2018 8:22 AM
42	Have a safe, warm place to stay overnight and access during the day to do things like connect to my Case Managers, do laundry, take a shower and eat.	2/21/2018 8:15 AM
43	be able to go in feeling safe and get the best information about resources, such as housing, shelters, food access and clean shower	2/21/2018 8:10 AM
44	Learn a skill or trade useful to the area that i could do to better Austin and eventually work myself out of homelessness.	2/21/2018 7:53 AM
45	I would not be able to handle accessing the ARCH. I would probably have to live in the woods and access community care clinics but I would not access the the ARCH. There is already a stigma attached to homelessness and mental health issues. The current ARCH currently does not do enough to maintain a neutral or clean image. I work downtown and when I see all the clients laying around it does not look like a place I would want to access or feel safe accessing. I would want respect, high quality services and overall a sense of security.	2/21/2018 7:29 AM
46	The experience will be streamlined. Coordinated assessment, additional resources, and ultimately housing within a hard target deadline.	2/21/2018 7:02 AM

ARCH Stakeholders Questionnaire

47	I would like a case manager so that I can be connected to services and eventually get out of homelessness. I would also like to be able to access showers, laundry facilities, banking facilities, have a place to stay during the day, and have an address to which my mail can be sent while I am working to get out of homelessness.	2/21/2018 6:35 AM
48	I would like a safe, clean place to sleep, bathe, store my things, get my mail, and have access to social services with a path out of homelessness.	2/21/2018 6:33 AM
49	Hot, warm meals, a bed, and to feel safe from harm.	2/20/2018 9:28 PM
50	A safe place that is flexible on daily entry and exit times (to accomodate various work schedules or AA/NA meeting times). A safe place to store belongings. Friendly case management that is focused on immediate needs - housing. Having access easily to community partners to increase income, get connected to medical services. Community Healthcare Worker, Peer Support Specialist (who acknowledge that every conversation should be centered around housing first).	2/20/2018 8:02 PM
51	I would like to have a safe, comfortable space where I was treated with respect. I'd like to be able to connect to meaningful resources, take showers, wash clothes and sleep safely.	2/20/2018 7:13 PM
52	To be treated with respect and dignity. To not have to worry about bed bugs, which are rampant in that building. To get a meal, shower, have a safe place to sleep, to do laundry, and have a place to store my belongings while I went to job search. For the average homeless person none of that truly exists there now.	2/20/2018 7:08 PM
53	A place to wash clothes, use a phone, shower, store my things, sleep, get connected to community resources (medical care, psych, substance use treatment), complete the coordinated assessment, store my medications. I would like to feel safe walking in, I would like to be treated with respect.	2/20/2018 6:58 PM
54	I would avoid the ARCH due to all the drugs around it. If I were to go to the ARCH I would actually like to be connected to actual reps from various agencies that can help me.	2/20/2018 6:43 PM
55	Welcoming, treated with respect and dignity, what can we do for you - engaging.	2/20/2018 6:32 PM
56	Shower, sleep and have a meal. Have access to electrical outlets, lockers and job search assistance. A safe place to have respite from the elements. A place where people can improve their lives whether it's job readiness, certificate programs, nutrition classes, social emotional classes, etc.	2/20/2018 6:26 PM
57	Access case management, shelter for women, have meals that are served and supports there.	2/20/2018 6:02 PM
58	I think I would like the ARCH to QUICKLY connect me to the resources I need to connect with Housing. Navigating the system. See Org Code Housing Focused Shelter. But it should be noted - this works best when there is Housing available.	2/20/2018 5:40 PM
59	I would not go there. Too dangerous.	2/20/2018 5:39 PM
60	have a stable base as i worked to find stability	2/20/2018 5:35 PM
61	I would like to be connected to resources to quickly get me back into permanent housing as as soon as possible. It would be great to have a navigator help me through any paperwork requirements and also offer any alternate solutions that would help end my homelessness as quickly as possible (diversion assistance)	2/20/2018 5:27 PM
62	I would like help getting a job and place to live. It would suck because I would be homeless.	2/20/2018 5:19 PM
63	I would want to be able to meet with a supportive case worker to help me locate and move into housing. I would also want to find a quiet place to rest, and dignified place to take care of my hygiene needs.	2/20/2018 5:14 PM
64	I would want a safe place to sleep, to store my things, wash my clothes, use the phone, use the computer, take a shower, charge my phone, and access to a space that is respected by all clients as a quiet zone to put my thoughts together. All in all I feel the experience would be extremely stressful but much easier if I felt adequately supported by the services provided at the ARCH.	2/20/2018 5:08 PM
65	Resources to jobs Resources to counseling A structured environment Group Meetings w/Peers Resources to education	2/20/2018 5:04 PM
66	take a shower, eat, and storage for my stuff. then find a permanent home ASAP	2/20/2018 3:10 PM

ARCH Stakeholders Questionnaire

67	I would like for the ARCH to be what it was meant to be, not a shelter. I would clean up the front for starters and offer APD security at all times. The ARCH is not safe for people and especially not for women. First things first, clean it up! Secondly, I would continue to offer services it currently has such as the healthcare clinic inside and food. I would also utilize the beds upstairs for respite beds so that homeless patients that need them would have access to them to heal	2/20/2018 1:27 PM
68	First and foremost I would like to feel safe. I would want the opportunity to lock up my belongings and not fear they would be stolen when I am sleeping. I would also like to know how I could get access to basic services like a phone, food, computer access, clothing, etc.	2/20/2018 10:01 AM
69	I would like a room with a bathroom a locker and bed and a path. An introduction to homelessness, what to expect, pictures of the paths that different people take to ending homelessness. In the pamphlet I would like to have phone numbers, addresses and emails of the starting point to resources	2/20/2018 8:28 AM
70	Be able to tend to most urgent needs (food, medicine, clean clothes/laundry, a clean dry changing room, a space to lock up my valuables, a place to sit down, a bathroom, shower, shelter, communication-phone, safety, and brief medical, causative factors, and Mental Health assessment) the same day. A temporary safe place for my children and pets so I can focus. Be able to find out about housing resources, \$ or job resources, food, health resources, addiction and mental health, medical, transportation and government benefits, AND (for those I need) the requirements of each for intake/access (conditions, income, type of ID, other documentation). The experience would be calm and safe. The place would be clean. The assessments would be respectful and it would be explained why they were being done and how I might be helped by them. I would have input and choices. I would remain in charge of my life and decisions. The whole process would be clearly outlined visually in a flow chart painted/posted on the wall or something so I could see where I was and what was coming up.	2/19/2018 10:59 AM
71	Be able to tend to most urgent needs (food, medicine, clean clothes/laundry, a clean dry changing room, a space to lock up my valuables, a place to sit down, a bathroom, shower, shelter, communication-phone, safety, and brief medical, causative factors, and Mental Health assessment) the same day. A temporary safe place for my children and pets so I can focus. Be able to find out about housing resources, \$ or job resources, food, health resources, addiction and mental health, medical, transportation and government benefits, AND (for those I need) the requirements of each for intake/access (conditions, income, type of ID, other documentation). The experience would be calm and safe. The place would be clean. The assessments would be respectful and it would be explained why they were being done and how I might be helped by them. I would have input and choices. I would remain in charge of my life and decisions. The whole process would be clearly outlined visually in a flow chart painted/posted on the wall or something so I could see where I was and what was coming up.	2/19/2018 10:57 AM
72	I would like to access as many services as possible, since my ability to get around is limited. Health care, mental health, social services, food, job resources (more than just Goodwill), clothing, computer access, sleep and shower.	2/19/2018 10:12 AM
73	Obtain interim housing solutions leading to permanent solutions. Skills counseling, mental health counseling.	2/19/2018 7:51 AM
74	find perm/temp housing & job. someone to help with web searches and application completion.	2/17/2018 2:19 PM
75	Build myself up by making connections in the community. Transportation assistance to and from employment to sustain shelter in a safe space. The option to acquire basic tools necessary to survive outside when the place is too full. More distinct involvement from law enforcement to prosecute insidious and stagnant people. An evidence based mental health triaging that is effective in separating dangerous individuals and directing those actively engaging in self harm to a healing space and also refraining from enabling them from engaging in self harm(many forms of which have recognizable consequences in the community)by enforcing laws.	2/17/2018 12:13 AM
76	Have a safe place to spend my day. Access to resources, laundry and shower that are not so difficult (times etc). Also it is a SHELTER. You should be able to sleep there without rolling the dice each night.	2/16/2018 6:26 PM
77	I would want a clean and safe environment.	1/25/2018 8:37 AM
78	I don't know what the ARCH is/does, so I don't know where to begin to try to answer this question. From the header, I understand that the overnight shelter service is only for men... so that is very discriminating, to start. (I'm male.)	1/24/2018 1:25 PM

ARCH Stakeholders Questionnaire

Q2 How do you think services should be provided at the ARCH?

Answered: 77 Skipped: 2

#	RESPONSES	DATE
1	The ARCG should be a point of entry into our system and a health care and social services HUB. The ARCH should have a small number of specially respite beds for the medically fragile but it should not be a shelter.	2/28/2018 6:31 AM
2	Services should be provided within the ARCH building; ARCH should not use the public ROW as an overflow for its clientele. ARCH needs to provide services to the genuinely homeless and to support the population of drug dealers and criminals who prey on the homeless who congregate around the ARCH building.	2/27/2018 11:15 PM
3	trauma-informed wrap around services;	2/27/2018 8:20 AM
4	shelter, laundry, case management	2/26/2018 11:56 AM
5	Those who need assistance should be allowed to be at the location and those who are predators preying on the homeless not allowed to be in the immediate area.	2/24/2018 3:36 PM
6	I think shelter should be provided in one building and a resource center should be provided in a second nearby building. These contracts should either be run by two different agencies OR there should be two separate contracts (even if within same agency). Clients should not be barred or banned from accessing resources due to incidents that happen within the shelter (as currently happens). The shelter should provide 3 meals a day for all clients utilizing shelter. The resource center should include access to health care, mental health services, employment services, VA benefits, Coordinated Assessments, food pantry, clothing, SOAR Specialists, laundry facilities, lockers, medication storage, showers, transportation assistance, etc	2/23/2018 3:57 PM
7	I believe in the power of groups. When appropriate/possible, services should be provided in group settings rather than one individual client at a time.	2/23/2018 1:15 PM
8	first come first serves as resources are available	2/22/2018 4:44 PM
9	As a social worker in Austin, the biggest barrier seems to be space and funding. If the city of Austin wants to reduce homelessness, they need to do a much better job investing in affordable housing. Many of my homeless clients were employed but couldn't afford housing costs in Austin, or had a criminal background that excluded them from HACA, foundation communities, etc. Per clients, the ARCH has had a bedbug infestation for months, and this is also concerning.	2/22/2018 4:18 PM
10	With more training, more focus on de-escalation and harm reduction, and more respect for clients. Better staffing would be required. There should also be more focus on paths out of homelessness (employment/benefits/housing/ID assistance) in house.	2/22/2018 9:42 AM
11	To anyone in need	2/22/2018 9:09 AM
12	Services should be done in an orderly manner, with navigation assistance provided in a one-to-one basis, where a client is guided through all processes, is given concrete steps, and provided with meaningful and accurate expectations.	2/22/2018 8:40 AM
13	Almost exactly like Haven for Hope: a wide variety of services should be made available and provided in the most dignified way possible.	2/22/2018 8:28 AM
14	I think that some services could be provided in a group setting - application for services, obtaining identification, etc. I think some services could be done in partnership with other agencies but attention would have to be given to barriers such as transportation, food and cost. I think that there should be thought given to some of the barriers individuals experience - it would be nice for individuals to have a place to store their medication and identification - something small, like a small post office mailbox that individuals could access during the day but could be locked to protect their medications. I also think that individuals with high motivation and/or high need should also receive some extra consideration.	2/21/2018 3:31 PM
15	I think services should be provided to people who need them. I think more people should have access. I'm not certain exactly what this question means or what you're asking.	2/21/2018 3:20 PM

ARCH Stakeholders Questionnaire

16	I think each individual accessing the ARCH should be able to speak with a person about their needs. Far too often, folks are left in the lobby without being attended to.	2/21/2018 3:07 PM
17	In house	2/21/2018 2:43 PM
18	Employment and housing services should be heavily worked into day to day life at the arch	2/21/2018 2:20 PM
19	Not a first come first serve. Once services have been utilized, there should be a wait period before they can be accessed again. The tools provided must be implemented.	2/21/2018 2:05 PM
20	Services should be provided by staff trained to deal with mental health issues, trauma informed care, supported by a living wage, from shelter staff to case managers. Services should be easily accessible, client focused, prioritizing the most vulnerable, in a safe environment.	2/21/2018 2:04 PM
21	More vulnerable populations should have priority. Medical on site including for mental illness. Stabilizing rooms would be great if it's not already a thing. A seperate woman/family wing with separate manned entrance is ideal.	2/21/2018 1:52 PM
22	Case management provided to all individuals experiencing homelessness. Address all their needs which can be housing, food, medical, counseling, mental health, Dental, applying for SSDI, SSI and other benefits.	2/21/2018 1:10 PM
23	Case by case basis where each recipient has shown they are trying to find work and can pass a drug test.	2/21/2018 1:08 PM
24	The basic shelter, bedding, shower, and technology access should be tied to a quick check-in process. The processes for getting connected to resources should be streamlined through a single case manager (as opposed to current circumstances where the homeless often have multiple case managers to keep up with).	2/21/2018 12:42 PM
25	With respect, dignity and privacy.	2/21/2018 12:01 PM
26	Better.	2/21/2018 11:30 AM
27	in organized & scheduled way. In a capacity that is humane (sleeping over 200 folks in a space built for 100 is an example of not so humane). Space need to be re-arranged (street level) to be more welcoming.	2/21/2018 11:12 AM
28	Provide space for not just men to sleep. Provide outdoor space where people can congregate without having to line up all over the sidewalk.	2/21/2018 11:10 AM
29	Staff capacity to have housing-focused conversations with every person. Services should be housing navigation focused and direct people toward the resources they need. Understanding that ARCH cannot be all things to all people, as the RESOURCE center, I'd expect that the ARCH staff be aware of community-based resources and be able to help clients navigate them.	2/21/2018 10:56 AM
30	I'm not sure exactly what this question is asking, but services should be provided by well-trained, skilled, and patient staff members. They should be provided to whoever needs them, but because space and resources are limited, there might need to be a way to prioritize which people receive services first. I think safety and sanitation should be main priorities. I think getting people into housing should be a primary focus.	2/21/2018 10:51 AM
31	Hire more case managers who can provide shelter case management.	2/21/2018 10:43 AM
32	On an individualized basis. And each person accessing the ARCH should be helped, because sometimes clients are accessing mail/laundry but not getting any actual long-term help to end their homelessness. I want more outreach to those folks.	2/21/2018 10:14 AM
33	Have a representative from each agency on site daily instead of asking clients to travel around the city to different offices.	2/21/2018 10:09 AM
34	On both a walk in and appointment basis.	2/21/2018 10:04 AM
35	I think there should be a wide range of services - from case management, to counseling, to didactic groups, to processing groups, etc.	2/21/2018 9:43 AM
36	in an environment that I feel safe going to.	2/21/2018 9:41 AM
37	walk in - current system works only for people who have the executive functioning to manage getting on lists for services and following up with help seeking behaviors. Those who are impaired or incapacitated just can't do it	2/21/2018 9:29 AM

ARCH Stakeholders Questionnaire

38	I think only clients receiving services should be allowed at the ARCH or be allowed to hang outside the ARCH.	2/21/2018 9:16 AM
39	Honestly, just anything but how it's been administered up until now, it's deplorable and has caused a nuisance. I know it's not just the ARCH, but Austin has to do something, it's horrible how we treat our homeless and deny services.	2/21/2018 8:56 AM
40	See q 1	2/21/2018 8:22 AM
41	Through tracking in HMIS. Scan ID cards for each service provider into HMIS to track and be able to analyze the types of services you need at the ARCH.	2/21/2018 8:15 AM
42	open access	2/21/2018 8:10 AM
43	Volunteer basis/scheduled. Only to the sober and willing	2/21/2018 7:53 AM
44	-Mental Health -Stabilization services with a housing component -Education/Job training -Basic needs	2/21/2018 7:29 AM
45	The services should be provided as temporary measure with the end goal housing. It should be a system that flows people through the shelter, but they move through until housed.	2/21/2018 7:02 AM
46	Services should be available to all who enter, but there needs to be some kind of system so that the services are not abused. Assignment to a case manager is critical to ensure that access to services is easy to do.	2/21/2018 6:35 AM
47	This question is completely vague. They should be easily accessible to all who are in need of them.	2/21/2018 6:33 AM
48	N/a	2/20/2018 9:28 PM
49	An effective Crisis Response System that provides immediate and easy access to safe and decent shelter to anyone that needs it and aims to re-house people as quickly as possible. Focus on increasing Diversion services - having subject matter expertise. Everyone has access to RRH or Joint TH to RRH (only if it's the clients choice and they can leave TH whenever they want for housing with RRH - Housing First). Need to have: Understanding of housing first principles, knowledge of housing resources in the community, and understanding of client centered/client driven planning = to quickly get people to exit homelessness into permanent housing. NOT PROVIDE: Life skills, parenting classes, financial classes, job search classes AT THE SHELTER. This can be provided in case management - home visit or community referrals after clients are housed. Staffing: should have Coordinated Entry Assessors who are trained in diversion and also can provide a warm handoff to a Shelter Housing Navigator who will be navigating them into either PSH, RRH or other PH options. Outreach workers who are excellent at engaging clients who are living on the streets or in encampments. Slowly engage them to bring them into low barrier shelter and increase confidence and action toward permanent housing stability. Can provide other case management services (employment, life skills/peer support groups, sobriety groups, SOAR) but only as day services for those who have successfully been housed. NO housing = working with housing navigator or diversion specialist. Increase budget to focus on RRH. - Space to store belongings - Accommodate pets if possible	2/20/2018 8:02 PM
50	With a mix of a first-come, first-served model and a triage model. I believe that some percentage of services should be reserved for the most vulnerable of the population	2/20/2018 7:13 PM
51	With respect, dignity, without judgement. With some greater understanding by the staff that I may have a mental or physical health issue and to not immediately jump on me because staff thinks I'm intentionally causing problems. Services should be available to any who want them.	2/20/2018 7:08 PM
52	Have employees from different agencies that are working with individuals who are homeless work together... transparency with other community providers (is how someone gets enrolled in case management at the ARCH, how someone signs up for a medical bed, who are the case managers, etc). I know there is collaboration, just doesn't seem to be streamlined	2/20/2018 6:58 PM
53	Actual services provided - ID's, medical care, mental health care, MAP cards, substance abuse care, housing services, SOAR applications, etc.	2/20/2018 6:43 PM
54	It is designed as a men's emergency shelter. Long-term goal should be to return it to that function.	2/20/2018 6:32 PM
55	More outreach to camps and places homeless persons "reside" to make services accessible to those who don't want to enter the atmosphere of the ARCH.	2/20/2018 6:26 PM
56	Through a coordinated way. Case management should be provided for everyone and they shouldn't have waitlist for that. They should also have more services for women	2/20/2018 6:02 PM

ARCH Stakeholders Questionnaire

57	Person centered but Housing Focused. I think it's more than the services offered at the ARCH. It's not a vacuum. Services should be coordinated with the COC.	2/20/2018 5:40 PM
58	There should be more space, more services but above all safety.	2/20/2018 5:39 PM
59	focus on being a day resource center	2/20/2018 5:35 PM
60	Person-centered with skilled professional staff trained in Trauma Informed practices. All services should be focused on triage immediate needs and connection to housing and support services as soon as possible.	2/20/2018 5:27 PM
61	I think they should provide transitional housing and emergency shelter but only es for a short period and not allowing same folks back through or staying for 6 mos or a year, turning it into psh.	2/20/2018 5:19 PM
62	In order of vulnerability- triaging people who are homeless the same way an Emergency Room might. Services should also focus on the unique needs and strengths of each individual to get them back into their own housing as quickly as possible.	2/20/2018 5:14 PM
63	Swiftly, kindly, and appropriately, and with regular feedback from the clients.	2/20/2018 5:08 PM
64	I think the ARCH, in some ways, should be ran like the old YMCA's. There are many instances in which clients at the ARCH are simply just trying to save money. They need a place to be clean and to rest up and save money until they can get a place of their own. At the same time I think the ARCH should provide a more structured environment. In any rehabilitation facility the PAYING clients are required to clean and do chores and have a structured environment. Why are we not implementing the same with people who may have never experienced structure? Also I believe that the ARCH should AT ALL TIMES have meetings either educational, job training, life skill training, peer support of some kind. There are many times that the lobby of the ARCH looks like a waiting room in which people are not doing anything but letting the day pass. Although some of this may sound easy I believe that having the appropriate amount of funding could make these things possible. Especially the meetings and job/life/education training.	2/20/2018 5:04 PM
65	a very broad question... individually and as close to 24/7 as possible. support groups also	2/20/2018 3:10 PM
66	equally and some by appointment depending on the service.	2/20/2018 1:27 PM
67	We know that everyone who walks through the doors at the ARCH needs housing, but as a social worker I am constantly asked about housing resources like I may know something different than everyone else. As a client I think it would be important for everyone to be provided with the same information as much as possible. I think housing resources and documents regarding all of the homeless services in Austin should be updated annually and somewhat consolidated so that everyone is aware and has access to the same information.	2/20/2018 10:01 AM
68	There should be Arch staff and those who are available for Skyping. Ancillary agencies with sporadic capacity should be able to call the Skype line and interface with Arch staff, explain the service they are able to provide and then take calls from clients in the Arch. Those clients could be arranged by CM based on best matched need to services, need alone, or those who are there and can wait to be heard. These skyping groups could be religious, colleges, nonprofits, etc... The idea is to have a coordinator to be able to make decisions on how to make the best match	2/20/2018 8:28 AM
69	The assessments would be respectful and it would be explained why they were being done and how I might be helped by them. I would have input and choices. I would remain in charge of my life and decisions. At the same time, there would be strict rules to protect everyone and maintain a healthy safe environment. rules would be enforced with consistency, and calmly, not with anger. Strict does not equal arbitrary or mean. The whole intake and service process would be clearly outlined visually in a flow chart painted/posted on the wall or something so I could see where I was and what was coming up. There should be satellite centers so everyone doesn't have to collect downtown.	2/19/2018 10:59 AM
70	The assessments would be respectful and it would be explained why they were being done and how I might be helped by them. I would have input and choices. I would remain in charge of my life and decisions. The whole process would be clearly outlined visually in a flow chart painted/posted on the wall or something so I could see where I was and what was coming up. There should be satellite centers so everyone doesn't have to collect downtown.	2/19/2018 10:57 AM
71	In the most humane and professional manner as possible. Preferably a number of agencies working together under one roof to maximize time with clients.	2/19/2018 10:12 AM
72	The ARCH should only be providing services, including overnight accommodations, to people who are actively enrolled in the programs & services being offered. The ARCH was not intended to be a permanent shelter.	2/19/2018 7:51 AM

ARCH Stakeholders Questionnaire

73	24/7	2/17/2018 2:19 PM
74	The ARCH should be an effective transition to proper treatment. A place where people can bounce to sober homes, transitional living programs, mental health facilities, etc. Whatever is appropriate based on their behaviors and how they effect the public. Granted this is from the perspective of someone who has not been there for a few years but there is definitely a need to enhance the janitorial services.	2/17/2018 12:13 AM
75	It should be a one stop shop. Easy	2/16/2018 6:26 PM
76	A safe place to sleep and store ones belongings.	1/25/2018 8:37 AM
77	Who is writing these questions? "How"? Maybe with a smile? What are you asking? More context please.	1/24/2018 1:25 PM

ARCH Stakeholders Questionnaire

Q3 If the ARCH were to function at its intended capacity, what other service options or sheltering experiences should the city consider?

Answered: 76 Skipped: 3

#	RESPONSES	DATE
1	Small specialty shelters should be offered around the city. The ARCH should be a HUB for supportive services, linkage to shelter and health care	2/28/2018 6:31 AM
2	The City owns property all around Austin that could accommodate interim and permanent housing for the homeless. The COA should take a trip 80 miles south and learn from San Antonio's Haven for Hope. There needs to be a place offering integrated services to the homeless population and it does NOT need to be in the CBD.	2/27/2018 11:15 PM
3	more low income housing for single adults and those with families because many people see ARCH as being a provider for only single adults	2/27/2018 8:20 AM
4	off-site day resource center	2/26/2018 11:56 AM
5	create more affordable housing. each developer should be required to have 10-20% affordable housing in each development created	2/24/2018 3:36 PM
6	I think the city should consider expanding access to shelter and resource centers to at minimum a north site, downtown/central site and a south site. Within the shelters there should be shelter options for single men, single women and medical respite. Families should be sheltered in family only shelter sites. Resource centers should exist adjacent or nearby to all shelter sites.	2/23/2018 3:57 PM
7	I support housing first options, when possible - programs that help folks get off of the street then work on addressing other hurdles that will keep clients off of the street.	2/23/2018 1:15 PM
8	Overflow lodging	2/22/2018 4:44 PM
9	Better access to rehab and addiction services. MAP does not cover these services, and it can take weeks to get OSAR funding. If we want to address homelessness, more low-cost housing and easier access to mental health and substance abuse resources are a must. It can be difficult to get services via ATCIC due to long wait times and overutilization. Increased funding and increased staff is very needed.	2/22/2018 4:18 PM
10	Incentivize churches or other large spaces that could function as emergency shelters to accept overflow homeless (especially women).	2/22/2018 9:42 AM
11	The ARCH should be a short term shelter focused on finding clients permanent housing.	2/22/2018 9:09 AM
12	The ARCH should likely have no beds at all; rather there should be multiple smaller units throughout the city, that are both targeted by population and secure. If the ARCH does retain beds, it should be at it's "original" intended capacity and no more, with a very clear delineation between service (resource, shelter), or else with resources relocated to a separate space. Residents should be able to expect to have their lives in a shelter be as normal as can be - life anywhere around the ARCH absolutely is not. It provides a poor first stepping stone.	2/22/2018 8:40 AM
13	We should be moving away from a shelter approach and toward a housing first model. The City should focus on constructing low-barrier housing. We should focus on creating more housing options, in all parts of town.	2/22/2018 8:28 AM
14	Affordable housing options for individuals that are highly motivated and willing. Some ongoing financial assistance for set time frame to allow the individual to become more financially stable. Ongoing social support - financial planning/education. Long term (3-5 years) of social support/case management to ensure that individuals are able to sustain changes.	2/21/2018 3:31 PM
15	More shelters. More food pantries. More places to store medications and important documents.	2/21/2018 3:20 PM
16	On the contrary, research has shown that increasing shelter capacity, does not decrease homelessness - it actually has the opposite effect because more people are less likely to self resolve when there is not shelter scarcity. I would suggest the city focus its resources on housing and their respective services to ensure people are in and out of shelter quickly. The less time people spend in shelter, the better chance a newly homeless individual has at accessing shelter.	2/21/2018 3:07 PM

ARCH Stakeholders Questionnaire

17	Legal assistance, linkage to emergency medical & dental care, substance abuse treatment	2/21/2018 2:43 PM
18	Create more shelter space if it's at capacity	2/21/2018 2:20 PM
19	Expand on the Community First. Rural options also, get them away from downtown.	2/21/2018 2:05 PM
20	A SINGLE WOMAN'S SHELTER FOR WOMEN EXPERIENCING HOMELESSNESS!!!! A dedicated family shelter for families experiencing homelessness, with strong ties to child care services and school resources.	2/21/2018 2:04 PM
21	Consider transitional housing in an apartment style setting, like foundation communities. Open another shelter.	2/21/2018 1:52 PM
22	Job development program and continuing education.	2/21/2018 1:10 PM
23	Nothing else	2/21/2018 1:08 PM
24	Alternative shelter would definitely need to be made available in areas accessible to public transit unless the ARCH's intended capacity could somehow be extended instead. Decriminalization of camps and of people sleeping outside would be helpful.	2/21/2018 12:42 PM
25	A shelter outside of downtown. However, that would take shelter recipients away from food sources.	2/21/2018 12:01 PM
26	MUCH MORE. Housing first agencies like every major legitimate city and county run.	2/21/2018 11:30 AM
27	Another over night shelter, built/renovated to bigger capacity in another part of town in ADDITION to (not replacement of) ARCH on a frequent bus-line to downtown.	2/21/2018 11:12 AM
28	Vouchers for transitional housing. Partnerships with housing providers for Housing First model housing opportunities.	2/21/2018 11:10 AM
29	Housing-focused case management should be connected to each bed in the emergency shelter. There should also be housing-focused case management AVAILABLE (enough capacity if someone asks for it), in the day resource component.	2/21/2018 10:56 AM
30	I'm guessing ARCH is functioning beyond its intended capacity because many people need housing, but not much affordable and safe housing is available, so I'd recommend that more affordable housing be developed so ARCH could be a place for short-term sheltering. I help with Cold Weather Shelter, and it seems like there's a need for more shelter for single adult women.	2/21/2018 10:51 AM
31	Opportunity for more clients to enroll in shelter case management so they can work towards sustainable employment/income.	2/21/2018 10:43 AM
32	Other shelters being opened at night. Churches, perhaps.	2/21/2018 10:14 AM
33	ID documents, mental health, food stamps, VA, substance abuse treatment, etc.	2/21/2018 10:09 AM
34	More housing, emergency mental health care, sobriety center, and more beds for women and children	2/21/2018 10:04 AM
35	More shelters - especially more women's only shelters	2/21/2018 9:43 AM
36	City should also have a work program that can pick up people for day jobs. These people will be participating in job services offered at the ARCH and registered.	2/21/2018 9:41 AM
37	ideally there would be somewhere to safe sleep if you wanted to access services. Many people don't access services because the first time they call they get told - no beds - so they don't seek services	2/21/2018 9:29 AM
38	There should be more shelters for families. There are too many families sleeping in their cars.	2/21/2018 9:16 AM
39	Housing, apartments, affordable living, services-mental health, job support, skills support for jobs, and most importantly access to transportation if there is affordable housing.	2/21/2018 8:56 AM
40	Post surgical care for patients that have had surgery at Dell Seton. A place for patients to keep their medication safe.	2/21/2018 8:22 AM
41	Temporary shelters outdoors. More PSH and RRH housing options in the city. City owned and operated affordable housing.	2/21/2018 8:15 AM
42	turn vacant city property into shelters	2/21/2018 8:10 AM
43	Expanding outside city limits, working with other cities to reduce Austins large honeless population.	2/21/2018 7:53 AM

ARCH Stakeholders Questionnaire

44	-Emergency shelter for single women without dependents -Emergency pet shelter for people who experience homelessness -Skill building and more apprenticeships	2/21/2018 7:29 AM
45	Case management is critical. A place to stay during the day as well as the night is critical.	2/21/2018 6:35 AM
46	We need expanded services for children which are far safer than the ones currently provided.	2/21/2018 6:33 AM
47	Transitional housing available for people experiencing homelessness that work directly with the arch or the city and are regulated to the highest standards and have qualified, licensed/credentialed staff that can work with psychiatrists/nurse practitioners so those who require medication can remain stabilized. Also, arch should consider building a court yard/park where people waiting for services can hang out at instead of forcing them to sleep/stay on the streets. Offer recreational services so they have something to do while they wait.	2/20/2018 9:28 PM
48	Some form of shelter (ES, TH, other temporary setting) is offered immediately (i.e., same day). The community ensures shelter is not contingent on sobriety, minimum income requirements, criminal records, or other unnecessary conditions. Partnering with Transitional Housing programs to dedicate beds for TH-RRH joint program to free up emergency beds. Increase financial assistance toward eliminating utility debt from City of Austin Utilities - it's become a barrier to clients quickly exiting homelessness and entering PH due to large amounts that programs can't pay off or reach the max amount they can pay for one client - which should be used for rental assistance and not utility debt (after a debt reaches \$500 the remaining amount should be waived for the homeless population).	2/20/2018 8:02 PM
49	More family emergency housing, hotel vouchers for "breaks" for homeless clients, and perhaps a tent/camping area that's monitored and regulated by the city.	2/20/2018 7:13 PM
50	Detox, expanded Streets of Hope program for harm reduction/12 step recovery, clinical counseling, street outreach with counseling component, transitional housing, housing training prior to permanent housing (a how to training about maintaining housing) and that's just a few ideas off the top of my head. When I worked there FS administration was not receptive to any of those.	2/20/2018 7:08 PM
51	Medical respite services (someone being discharged from the hospital needs a place to go to continue recovery before the streets)	2/20/2018 6:58 PM
52	All mentioned above and there needs to be a space for women to sleep.	2/20/2018 6:43 PM
53	permanent supportive housing, transitional housing, aid to prevent homelessness.	2/20/2018 6:32 PM
54	Maybe a partnership with Seton or St. David's for an ER/Urgent Care facility on site for those experiencing health issues. Maybe even just EMS staff. Again, nutrition classes, social emotional classes, job readiness. REAL wrap around services.	2/20/2018 6:26 PM
55	More permanent supportive housing, that's really the only solution.	2/20/2018 6:02 PM
56	Mobile navigation shelters for those not able or willing to come downtown. I think Chris Baker with ATCIC has a model that he has been working on.	2/20/2018 5:40 PM
57	Women. People with pets they won't turn in to shelters. Number 1 : safe parking for those living in cars. Not located downtown though.	2/20/2018 5:39 PM
58	a mixture of emergency (brief stay), transitional (up to 9 months), and worker dorms - in various places in the city	2/20/2018 5:35 PM
59	Increase funding for Rapid Rehousing (evidence based model) with providers who have demonstrated excellence and high housing stability outcomes for clients served.	2/20/2018 5:27 PM
60	Services for families, shelter for women, housing first, legal services including immigration, housing, Soar specialists.	2/20/2018 5:19 PM
61	For young people staying at the ARCH, the City could consider a host home project to keep young people out of institutions for as long as possible. There are also many medically vulnerable people at the ARCH who could benefit from the addition of respite care.	2/20/2018 5:14 PM
62	More access to bus passes to get away from downtown, more access to medical care onsite (especially emergency medical care), higher standard of cleanliness and more cleaning staff, more bathrooms!!! and police officers on site 24/7.	2/20/2018 5:08 PM
63	As stated above I believe that meetings of all types should be available at almost any given time. Especially during the day. This should be a place where people are getting the adequate support not simply people on case management.	2/20/2018 5:04 PM
64	3 more similar shelters. north (rundberg area) east (183 & MLK) south (maybe William cannon)	2/20/2018 3:10 PM

ARCH Stakeholders Questionnaire

65	medical respite beds. Add on another area specifically for sheltering.	2/20/2018 1:27 PM
66	I think there should be a different shelter for crisis situations or "newly homeless" and a shelter for persons who have been in the shelter for longer periods. I think services should also be tailored to these specific clients. For example a newly homeless individual who lost their apartment because they lost their job will most likely be case managed much differently than a chronically homeless individual. It might be beneficial to have case managers that specialize in certain areas.	2/20/2018 10:01 AM
67	The city should consider a host program for families experiencing homelessness. That way a church or other Austin family could "adopt" a homeless family. This way the Austin community has the ability to take part in delivering services without disrupting the primary focus of the Arch. The Arch should be available for a certain population not deemed the most vulnerable. Families, the mentally ill and the elderly should not be exposed to drug dealers and other types of predatory behavior while trying to receive services.	2/20/2018 8:28 AM
68	Dormitories for low-wage single workers (must show evidence of job in area in past month), set up as cooperatives- so each has some chores to do (certain number hours/week) as part of their rent. Perhaps cooperative houses for homeless single-parent families. NOTE: grouping people in group of no more than 12 seems to work best and keep people most responsible. No drinking at facility rule for neighborhood acceptance, as drinking seems to lead to un-neighborly behavior.	2/19/2018 10:59 AM
69	Dormitories for low-wage single workers (must show evidence of job in area in past month), set up as cooperatives- so each has some chores to do (certain number hours/week) as part of their rent. Perhaps cooperative houses for homeless single-parent families. NOTE: grouping people in group of no more than 12 seems to work best and keep people most responsible. No drinking at facility rule for neighborhood acceptance, as drinking seems to lead to un-neighborly behavior.	2/19/2018 10:57 AM
70	I'm not sure I understand this question.	2/19/2018 10:12 AM
71	There need to be shelter options throughout the city, not just downtown. If the ARCH functions at its intended capacity, this will become even more critical. There is no need to aggregate all services downtown when there is a need throughout the city.	2/19/2018 7:51 AM
72	more focus on leaving shelter for perm housing	2/17/2018 2:19 PM
73	A giant tent, or a series of them.	2/17/2018 12:13 AM
74	How about more availability for women. They are one of the most vulnerable.	2/16/2018 6:26 PM
75	Mental health evaluations and placement of those with mental health issues into a different kind of facility.	1/25/2018 8:37 AM
76	model other successful programs implemented in other cities... possibly public/private partnerships that have a proven track-record for transitioning homeless people back into stable live/work conditions.	1/24/2018 1:25 PM

ARCH Stakeholders Questionnaire

Q4 How would you envision a downtown homeless shelter?

Answered: 73 Skipped: 6

#	RESPONSES	DATE
1	I do not envision a downtown shelter but rather than a point of entry with transportation to other small shelters outside of the core	2/28/2018 6:31 AM
2	Downtown is not the best place for a homeless shelter. Too many temptations (drugs and alcohol). A homeless shelter, by its very nature and no matter how well designed and run, will have a negative effect on surrounding businesses, as ARCH does now. CBD real estate is the most expensive in Austin and it is the hardest place for a business to prosper, given the high cost of taxes and rent. Why make it harder for the tax paying businesses by creating something that will drive their customers way and locating it on the most expensive property in the city. There are far better places for a homeless shelter in Austin than in downtown.	2/27/2018 11:15 PM
3	a place that is a refuge: where individuals can feel safe and access multi-dimensional support;	2/27/2018 8:20 AM
4	?	2/26/2018 11:56 AM
5	emergency shelter only with those who are there more than one week - one month provided permanent supportive housing	2/24/2018 3:36 PM
6	I think ARCH is a great model - just a matter of capacity.	2/23/2018 1:15 PM
7	Facility to accommodate residents with no loitering. Security	2/22/2018 4:44 PM
8	Accessible for people of all backgrounds, not just single adults. A short-term stay with plenty of other resources and organizations to assist our homeless population get a job/disability/housing/rehab, etc.	2/22/2018 4:18 PM
9	As a place designed to help people transition back into housing/society rather than just a place to lay their head at night.	2/22/2018 9:42 AM
10	There should be multiple, smaller shelters, inclusive of any that are placed downtown. They should have ready access to providers (such as case managers), and also provide transportation to dedicated resource centers that are fully-staffed. They should be SAFE and SECURE and people should feel AT HOME in them.	2/22/2018 8:40 AM
11	I envision one that is a temporary intake facility that provides a no wrong door to access housing and services. People should be able to move quickly from the shelter and into affordable housing.	2/22/2018 8:28 AM
12	Possibly being more structured - function more like a co-op. I think that individuals need to feel like there is a purpose to their lives and that they are contributing. I think that there should be some expectation for individuals staying in the shelter are actively participating in the solution - attending classes, groups, medical appointments, etc. I think that individuals that are actively working on finding a solution to their homelessness should have the opportunity to move up on the list for permanent supportive housing - those individuals have the greatest opportunity to get out of homelessness.	2/21/2018 3:31 PM
13	A safe place for people to stay.	2/21/2018 3:20 PM
14	I would envision a shelter that has a focus in housing and is knowledgeable of other resources (recovery, clothing, etc.), however the other resources would not be their primary service.	2/21/2018 3:07 PM
15	One in which residents are required to contribute to the overall residence (e.g. by cleaning the area, tending to a garden, etc.). It should have a residential feel to it.	2/21/2018 2:43 PM
16	I don't- get them out of downtown.	2/21/2018 2:05 PM
17	An emergency shelter which quickly connects clients to all available options for housing resources, provides basic needs access, provides sleeping accommodations, and is housing focused!	2/21/2018 2:04 PM

ARCH Stakeholders Questionnaire

18	Build up to add additional necessary space. It would be amazing if no one was turned away from a night under a roof in a bed. Ideally, people sign agreements to be case managed and follow through but at the very least even they stay just a night, they're off the streets for a night if they so choose. Who knows what positive change could occur by offering a bed, who they may meet, what conversation may be had, what help they might just say yes to, etc.	2/21/2018 1:52 PM
19	An agency that is kind, accepting and understanding of the homeless population. Works with the whole, homeless family and providing shelter for them. ARCH only works with men, it would be nice to have a section for women and children.	2/21/2018 1:10 PM
20	Not in downtown at all	2/21/2018 1:08 PM
21	Would include transport to overflow shelter and employment centers, there should never be groups of people having to camp outside due to lack of capacity	2/21/2018 12:42 PM
22	N/A. There's no more space downtown. They should use the old Brackenridge building for homeless shelter and services.	2/21/2018 12:01 PM
23	I do not think a downtown, centralized homeless shelter is the best choice. It creates a critical mass of problems that make downtown Austin look like a refugee camp. I think the ARCH should be broken up into smaller regional and neighborhood centers that aren't individually big enough in scale to attract the drug dealers and overwhelming lawlessness that currently surrounds the ARCH.	2/21/2018 11:35 AM
24	It doesn't work. That's part of your problem. You need a system of housing first agencies and multiple locations serving multiple areas that serve as multiple sources of intake.	2/21/2018 11:30 AM
25	Just like ARCH is but serving it's originally intended capacity, with another solution(s) for the big overflow. and re-designed ARCH to be more welcoming. Working Laundry facility a must.	2/21/2018 11:12 AM
26	Clean, spacious, with privacy options inside.	2/21/2018 11:10 AM
27	Safe, respectful, clean, trauma-informed, and SOLUTIONS FOCUSED.	2/21/2018 10:56 AM
28	I like that the ARCH has a colorful logo on the building and has interesting architecture, which makes it visually appealing and not institutional. I think people sleeping outside the building doesn't help community members have a positive image of people experiencing homelessness. If they are outside because the ARCH is full, then I'd advocate for more affordable housing to reduce the demand, rather than build more shelter. I'd like to see the ARCH integrated into the fabric of downtown even more, but I'm not sure how to achieve that goal.	2/21/2018 10:51 AM
29	No bedbugs, no lottery system, more resources so client can enroll in shelter case management, and a safe, drug-free, violence free environment for both ARCH employees and clients.	2/21/2018 10:43 AM
30	Clean, welcoming, not intrusive but not hidden, either.	2/21/2018 10:14 AM
31	more like Haven for Hope in San Antonio	2/21/2018 10:09 AM
32	It shouldn't be downtown! As someone who worked at the ARCH for 5 years, it needs to move away from downtown.	2/21/2018 10:04 AM
33	safer, cleaner, larger, more services provided.	2/21/2018 9:43 AM
34	Safety is always my go to. if I was homeless I may think twice about feeling scared of having to walk by people who are drunk, high hanging around outside.	2/21/2018 9:41 AM
35	I think if funding was no issue it would be so much better NOT have a downtown shelter - having one shelter hub serves as a gathering space for both bad and good behaviors but it also reduces relationship formation which is essential to engaging in services.	2/21/2018 9:29 AM
36	I don't think a downtown shelter is the best. It is too close to dirty 6th where anyone has easy access to alcohol and drugs. Homeless families don't want to access services downtown in an unsavory area. Homeless folks with past drug or alcohol issues that are now sober won't go anywhere near the ARCH due to it's location and due to it allowing so many drugs in it's vicinity. These are the folks who could most benefit from services. We should cater to them not to the drug and alcohol abusing homeless.	2/21/2018 9:16 AM
37	I wouldn't. Get it away from downtown...that is where many of the sheltered are "too close to home" in regards to recovery...I just think that it should be a little more guarded. Not in the center of cracktown. We need more permanent housing options anyway, most of these people just need an apartment, etc.	2/21/2018 8:56 AM
38	A larger facility with more services. A welcoming and comfortable environment for all.	2/21/2018 8:22 AM

ARCH Stakeholders Questionnaire

39	Safe. Accessible. Well run organization that helps those experiencing homelessness get back on their feet. Safety is the key!!	2/21/2018 8:15 AM
40	warming, not surrounded by drugs and crime and constant pandhandlers	2/21/2018 8:10 AM
41	Less cluttered, and less used. If used properly by the homeless, it would inly be needed a few times before finding a path out of homelessness.	2/21/2018 7:53 AM
42	Not downtown. Businesses need to generate revenue. The only real advantage to downtown is the so-called bus service. While I don't think the majority of people experiencing homelessness are criminals or drug addicts but there seems to be a correlation between downtown crime and this population. It's not a good combination. There should be a shelter and nonprofit one-stop shop to help this population get back on its feet. There needs to be park space and recreation included in the services. I don't think we should mask this issue by just moving the ARCH. There has to be more services provided to fully help a person stabilize. I don't think its an easy transition but more services are needed.	2/21/2018 7:29 AM
43	Clean, organized, supervised, free of people who prey on the homeless. More staff would be needed to ensure this.	2/21/2018 6:35 AM
44	Downtown is NOT the ideal location for those in a temporary homeless position, like children. Downtown is the realm of the chronically homeless, many of whom gravitate downtown by choice.	2/21/2018 6:33 AM
45	Having psychiatric services available at the arch so clients can continue their medication regimen. A larger space needs to be acquired while remaining within downtown are so people can receive these services. If not possible, then keep the arch downtown for centralized location, but purchase land where a community of people experiencing homelessness can have a space to stabilize and build a community and support system of people experiencing the same struggles. Then as they become ready to transition, they're able to leave the community to go receive services to become independent.	2/20/2018 9:28 PM
46	Serves as the coordinated entry assessment site. Assessors also trained in diversion • Families meet with assessors immediately, even on call during weekends The community provides low-barrier shelter immediately to any person experiencing unsheltered homelessness who wants it. Serving households of any configuration including couples without children, persons identifying as LGBTQ, two parent households, mothers with teen boys. Serving people using substances and or with mental health disorders, regardless of treatment compliance. Serving people with criminal history. Connects directly to Street Outreach. Low barrier: Let people check in belongings into plastic totes without search instead of barring people for having certain things. Someone under the influence of drugs or alcohol aren't banned unless they are inebriated to the point of being a harm to themselves or someone else.	2/20/2018 8:02 PM
47	A light airy space that is inviting to clients. Well designed so it's easy to clean, safe for clients and offers some privacy for clients while also ensuring client safety - a balance between safety and dignity is vital.	2/20/2018 7:13 PM
48	A true one stop shop. Day resource and overnight shelter, but better and safer than now, basic needs, showers, belonging storage for all, laundry, medical, expanded case management, counseling, basic life skills training, transitional housing, pre housing training, then permanent housing.	2/20/2018 7:08 PM
49	Maybe one where the people who stay there are not considered different because they're homeless? Maybe the shelter could be more a part of the community.	2/20/2018 6:58 PM
50	Bigger, more regulated and integrated...like Haven for Hope in San Antonio	2/20/2018 6:43 PM
51	one-stop place for multiple services designed to return people to safe housing.	2/20/2018 6:32 PM
52	More shelter for men. Shelter for women. I think a community garden (flowers or produce) surrounding the majority of the second and higher floors would be beneficial and make people feel more relaxed and calm. Plus it could be a place that's sustainable.	2/20/2018 6:26 PM
53	Accessible to women for sleep at night, ran by an organization that could effectively manage it and do it properly. One that has access to meals, showers, and proper health facilities	2/20/2018 6:02 PM
54	I don't. HOUSING is the answer. However. If shelter is going to exist. It should be supported by the resources to provide high quality assistance to everyone that seeks it- In whatever capacity they can.	2/20/2018 5:40 PM
55	Large, clean, safe, with many co-located services without long waits. The Arch has good intentions but its one of the most dangerous places I can think of.	2/20/2018 5:39 PM

ARCH Stakeholders Questionnaire

56	More like the ARCH was in 2004.	2/20/2018 5:35 PM
57	Low barrier, safe sleeping for single adults. Families with children should not be targeted for shelter downtown. Divert all families w children to other shelters outside of downtown.	2/20/2018 5:27 PM
58	In more than one location and not close to sixth street. Does not have people hanging around the building vomiting, pooping and using drugs. It is a horrible image for the city and supports wrong bias many people have against all people who are homeless.	2/20/2018 5:19 PM
59	I envision a high-performing shelter as being a supportive, housing-focused place that helps people take care of their immediate needs, while providing a laser-focus on helping them access the income and supports they need to maintain housing independently.	2/20/2018 5:14 PM
60	Inevitably chaotic, but a welcoming place where people are not afraid to come and seek help, access to abundant resources, and indoor areas where people can stay or hang out during the day.	2/20/2018 5:08 PM
61	indoor waiting no loitering on sidewalk	2/20/2018 3:10 PM
62	the old Brackenridge campus. similar to a hospital with safety as a priority for people.	2/20/2018 1:27 PM
63	For one, I envision it as a safe haven where people can go and have room to actually spend time inside. I think people are really turned off by the outside of the ARCH and avoid walking past it because of how many people are outside.	2/20/2018 10:01 AM
64	Vibrant, creative and productive. Americorps leading different work programs, volunteers, art nonprofits coming in and hosting workshops, yoga, etc... a place to rest and redefine the person's path. A position for a community coordinator needs to be filled in order to transform services there.	2/20/2018 8:28 AM
65	Providing miniscule but private accommodations for the homeless in exchange for civic work- e.g. street cleaning, facility cleaning. Helping folks with ties elsewhere who would like to be elsewhere to return there. NOT advertising a beautiful facility with wonderful services on the internet to attract homeless people from other cities to come here. (Which is what I have heard is currently happening) Internet may not be the most appropriate	2/19/2018 10:59 AM
66	Providing miniscule but private accommodations for the homeless in exchange for civic work- e.g. street cleaning, facility cleaning. Helping folks with ties elsewhere who would like to be elsewhere to return there. NOT advertising a beautiful facility with wonderful services on the internet to attract homeless people from other cities to come here. (Which is what I have heard is currently happening) Internet may not be the most appropriate	2/19/2018 10:57 AM
67	I don't believe that a shelter should be located in the center of an entertainment district. Many of the problems with the homeless community are associated with drug and alcohol issues and placing the homeless in that environment isn't healthy for them. Additionally many people who drink harass the homeless and the homeless harass the tourists. Overall its not a good situation.	2/19/2018 10:12 AM
68	As a true resource for its clients. Only people enrolled in their services should be there. The downtown location should be a gateway to other shelter options and services dispersed throughout Austin.	2/19/2018 7:51 AM
69	a job training center to learn skill for new jobs and temp housing till perm is secured	2/17/2018 2:19 PM
70	I would envision it as a component of a downtown cultural center integrated with a day labor program, an art gallery... maybe a library. To maintain the spark of beauty in life is crucial to the destitute for without magic life is draining. My experience there was draining. I would envision a service that is delivered to those at rock bottom would be effectively uplifting but I had to go elsewhere.	2/17/2018 12:13 AM
71	Similar to haven for hope.	2/16/2018 6:26 PM
72	A downtown homeless shelter is a bad idea. I would envision a shelter outside the urban core.	1/25/2018 8:37 AM
73	clean & dignified. the view from driving/biking/walking down the streets adjacent to the center makes Austin look like a poverty-stricken 3rd-world country. I understand it's a difficult issue, but something/somewhere has got to be more hospitable waiting area than a sidewalk.	1/24/2018 1:25 PM

ARCH Stakeholders Questionnaire

Q5 Additional Comments, If Any

Answered: 44 Skipped: 35

#	RESPONSES	DATE
1	It is our responsibility as a City to care for those in need and without a place to live. We are not doing a good job by continuing to expect the ARCH to be a shelter without capacity and needed resources. Most Social Service providers moved from the ARCH so it has become an ineffective service/ location for those who need it the most.	2/28/2018 6:31 AM
2	Austin could house and treat its entire current homeless population for less than what it spends on bike paths and bridges. The council has a real priority problem. They speak very piously about how regrettable the homeless problem is but, when it comes time to appropriate adequate funds, no one is home.	2/27/2018 11:15 PM
3	should privatize the building to enforce trespassing laws	2/26/2018 11:56 AM
4	we need to stop allowing bus therapy from surrounding counties. If they took care of their homeless, we could potentially have a chance to take care of those existing in Travis County at this time.	2/24/2018 3:36 PM
5	Address the criminalization of homelessness and loitering. Arresting homeless people for their current situation does not solve the problem, and reduces people's likelihood to seek and receive services.	2/22/2018 4:18 PM
6	If the city wants to actually make meaningful change, rather than provide a Band-Aid or political cover, it should invest in real solutions, and think big. It is no secret that current smaller-thinking solutions will only cost more in the long run. If people do not understand that and are resistant to it, it is up to the city - along with community partners IN A COORDINATED EFFORT - to educate.	2/22/2018 8:40 AM
7	It is important to keep the shelter downtown, but the shelter should be a small part of the homelessness strategy. The focus should be on preventing homelessness and creating more low-barrier housing.	2/22/2018 8:28 AM
8	I appreciate that you are asking questions about what we envision for the ARCH. However, I think you can ask better and more realistic questions to elicit more thoughtful answers from the people you are surveying.	2/21/2018 3:20 PM
9	I believe whoever holds the ARCH contract should have a mission in finding affordable/accessible housing with a Housing First philosophy AND practice. The contract holder should be a major player in the larger system and should not expect to work in a silo. The contract holder should work with integrity, be data-driven, forward thinking, and (in all honesty) should be trying to "work themselves out of a job". For too long, it has appeared that Front Steps held their own interest in maintaining homelessness rather than ending it.	2/21/2018 3:07 PM
10	Send those experiencing homelessness to Buda, Kyle, Round Rock and Pflugerville or Manor.	2/21/2018 2:05 PM
11	A woman's only shelter is necessary for Austin.	2/21/2018 2:04 PM
12	People living without a home are in the situation for a reason. Even if it's "by choice" there is a reason. No band aid can fix whatever that reason is but however many times a person might say no to assistance, there could always be that surprise yes one day when an advocate can step in and be there to help the process begin. We can all only hope that there's a day that every person that wishes to live under a roof has the opportunity to make the changes that enable that goal. I know it's a hard road but THANK YOU for all that you do.	2/21/2018 1:52 PM
13	Having an agency that is more welcoming, comfortable and safe for the homeless.	2/21/2018 1:10 PM
14	Move the arch out in the county somewhere	2/21/2018 1:08 PM
15	Downtown shelter is still important despite what some of our local business owners may assert, but there is definitely an opportunity to improve things. Management of shelter services by the city or by an experienced direct homeless service provision agency is important. Shelter oversight does not belong in the hands of agencies whose role and responsibilities should be more directly tied to larger service system coordination efforts.	2/21/2018 12:42 PM

ARCH Stakeholders Questionnaire


16	ARCH is not garbage.	2/21/2018 11:30 AM
17	It is frustrating beyond expression that we all already KNOW that more shelter space (beds) and much more PSH units are needed if we really want to solve the existing issues. No more surveys, hired experts, or studies are needed in my opinion.	2/21/2018 11:12 AM
18	I think it's challenging to run a shelter in a way that helps people who are staying there, provides links to longer-term housing and services, and fits well with its neighborhood. I'm thankful that the City and other entities provide funding and other support to operate the ARCH and work to address homelessness pro-actively and positively.	2/21/2018 10:51 AM
19	A public health concern is infestation of bed bugs that impact both employees and clients in many different ways. Another concern is lottery system. Client should not have to go through a lottery system instead create a first come first serve list where client can put their name in the morning and report back to the shelter later that night. It is not feasible to report to ARCH at 3pm to stay in line for a lottery for clients who might work longer hours. Plus they are missing hours of work which impacts their income and ability to sustain their housing.	2/21/2018 10:43 AM
20	Front Steps has done a great job with the resources and support they were provided. The City needs to make it safe by providing 24.7 police presence and removing everyone who is not accessing services.	2/21/2018 10:04 AM
21	I recognize the funding may not exist for a wide spread sheltering system that served people in many of our communities - like a school system instead of the current "hub" or institutional system but anything that can be done to make our shelter system less like the jail system it currently models and more like a health system or education system would be good	2/21/2018 9:29 AM
22	If you continue to operate the ARCH as is you should lessen services there and open a new shelter not located downtown but somewhere central where families can access services. You could also open one that actively promotes an anti-drug stance so that our homeless folks who are sober feel comfortable accessing services. The current ARCH needs to take a stronger stance on being anti-drug. The majority of K2 overdoses happen right outside the ARCH. It is mind boggling why this is allowed. A lot of good folks don't access ARCH services because they don't want to be around such a toxic environment.	2/21/2018 9:16 AM
23	I wanted to hand out some "space blankets" emergency blankets after a PIT count one year at the ARCH...there were so many people behind the ARCH my husband said to stay in the car. He had about 20 space blankets (emergency blankets that save lives) and he came back in the car after 30 seconds and told me that he handed them out already to individuals who just came up to him, he did not approach anyone, just the first person...hand out space blankets to the homeless...it's a dollar a pop...but can save lives. Austin is so sad for a city to call itself progressive...it's not when it comes to homelessness...we talk about soccer stadiums, etc. but cannot put enough aside to address an issue that is getting worse. We are no longer progressive...we are sellouts...environmentally and now socially.	2/21/2018 8:56 AM
24	maybe having the frequent users of the ARCH have jobs as downtown cleanup crews. give them pride and responsibility of the area.	2/21/2018 8:10 AM
25	The more we give, the more they take. They rely on Austin and its taxpayers now.	2/21/2018 7:53 AM
26	Good Luck! I hope people are able to access services.	2/21/2018 7:29 AM
27	The ARCH should look like a 21st century business/hotel.	2/21/2018 6:35 AM
28	Please keep the focus on the needs of the most vulnerable target sub-populations (like children), and NOT primarily on the desires of the business community.	2/21/2018 6:33 AM
29	Focus on permanent housing starts at the front door - clients are staying at Front Steps for way too long because they have to complete programs and participate in case management in order to access housing services. The RRH case managers are not housing first and often have conversations about how a client is waiting for housing because they are focused on increasing their income (when they already have disability benefits) or because they need to focus on their medical problems - CLIENTS SHOULD GET HOUSED AND THEN increase income or stabilize physical and mental health. Create a clear "housing message" throughout the shelter space to store belongings - Accommodate pets if possible Examples: -The Salvation Army of Greater Charlotte Center of Hope -Homefull - Dayton, OH	2/20/2018 8:02 PM
30	N/A	2/20/2018 7:13 PM
31	I have more input but not enough time right now.	2/20/2018 7:08 PM

ARCH Stakeholders Questionnaire

32	Need ALL services/partners/agencies actually on the site.	2/20/2018 6:43 PM
33	the long-term solution for citizens experiencing homelessness is housing. There should be multiple options for housing - families, single men, single women, those experiencing mental conditions, persons with disabilities, persons able to get back on their feet, scattered-sight apartments, all providing appropriate levels of case management services.	2/20/2018 6:32 PM
34	Front steps should not be operating the Arch.	2/20/2018 6:02 PM
35	I appreciate the City for doing this. I would ask that you apply pressure to ECHO. The city should stay in tune with the federal programs that are awarded annually and use the platform or weight of the City to promote agencies outside the core group to apply for additional funding for housing. I see a lot of opportunities that are missed because no one tries. Encourage ECHO to absorb the surrounding counties into the CoC- Bastrop / Hays / Williamson. Push them along. It has needed to happen for years. -Jim	2/20/2018 5:40 PM
36	Ensure all performance outcomes are tied to housing stability for clients served. Shelters should work to connect clients back into permanent housing and should be held accountable to those outcomes. Also, all staff should be trained (with on-going opportunities) in evidence based practices such as Trauma Informed Care, Motivational Interviewing, and Housing First.	2/20/2018 5:27 PM
37	I have been homeless and I did not stay at the arch. If I was homeless again I would not stay there. I also would not stay at salvation army. The streets around ARCH must not have folks hanging out and inside must not be overcrowded. It is not safe. ECHO should not manage Hmis, the arch and provide services or they will have huge conflicts of interest.	2/20/2018 5:19 PM
38	I am concerned about rumors I have heard about there only being one bidder on the contract and the contract being let to them repeatedly, despite the fact that they were not doing a good job of maintaining the facility clean or being responsive to resident suggestions or requests. If this is true then something needs to be done about it. Cultivate a new vendor, or set strict standards for payment of the contract and set up monitoring of the facility management.	2/19/2018 10:59 AM
39	I am concerned about rumors I have heard about there only being one bidder on the contract and the contract being let to them repeatedly, despite the fact that they were not doing a good job of maintaining the facility clean or being responsive to resident suggestions or requests. If this is true then something needs to be done about it. Cultivate a new vendor, or set strict standards for payment of the contract and set up monitoring of the facility management.	2/19/2018 10:57 AM
40	Stop allowing people to hang out/camp in and around the ARCH - it deters people who want to use their services from doing so because of the criminal element this attracts.	2/19/2018 7:51 AM
41	social workers and mental health case workers on site and guiding persons to get necessary help.	2/17/2018 2:19 PM
42	Music therapy at night to help cover snoring and bodily functions.	2/17/2018 12:13 AM
43	The location of the Arch is a disaster waiting to happen. Those with mental health problems and individuals who prey on the homeless endanger the lives of downtown citizens and detract from the general well being of the community. The lack of adequate policing also allows serious crimes to happen—all within blocks of the police headquarters.	1/25/2018 8:37 AM
44	i think an easy to navigate and understand section of 'ways you can help' on the website. most people have at least 2 or 3 of the following: skills, influence, money, or time. each way to help should weigh each of those attributes to help discover a category in which they may serve.	1/24/2018 1:25 PM



TO: Sara Hensley, Interim Assistant City Manager
FROM: Kerry O'Connor, Chief Innovation Officer
DATE: March 1, 2018
SUBJECT: i-Team Recommendations for the ARCH Contract Solicitation



From September 2017 to present, the i-Team has examined the processes and services at the Austin Resource Center for the Homeless (ARCH), interviewed clients and case managers, worked with the Homelessness Advisory Council comprised of downtown clients, and prototyped a few new service delivery tools. Based upon this work, the i-Team offers the following recommendations for the ARCH contract solicitation:

Goal 1: Create a clean, safe, and healthy facility. Those who have stayed at the ARCH reveal a frustrating and unhealthy environment marked by overcrowding, bed bugs, and broken plumbing. While clients acknowledged the hard work of the current provider, Front Steps, many felt that the ARCH can feel like an institutionalized, dehumanizing experience, and that the condition of the facility negatively impacts their ability to heal and succeed. Some facility issues result from client frustration and overcrowding, which reinforces the rapid deterioration of clients' mental state, as well as the state of facility itself.

Recommendation 1a: Set a clean and healthy baseline before the start date of the next contract by fully treating the bedbugs and repairing issues with the plumbing. We understand Building Services has work already underway.

Recommendation 1b: Facility maintenance should be separate from the services contract. Set the ARCH service provider up for success by enabling them to focus on their strength. Service provision differs from facility maintenance, which should be contracted separately, either through Building Services or outside vendor to prevent this issue from repeating. A work order system should connect the two, with service-level agreements reinforcing timely response. Bed bug prevention needs to be built into the daily maintenance and delivery of the service.

Recommendation 1c: Connect services and security inside and outside the building. The selected vendor will be responsible for maintaining a safe environment for clients and staff inside the building. However, perceptions outside the building color

public and client perceptions inside the building. The selected vendor should continue to do outreach outside the ARCH and work with the City and APD to have a clear plan and responsibilities to respond to security issues.

Goal 2: Rightsize the ARCH. To prevent overcrowding and chaos and the resulting facility maintenance issues, the following services should be addressed in the contract scope of work: reduce night sleep, eliminate day sleep, and continue the current client segment focus on single men for night sleep and day resources to all clients. The contract should safeguard against scope creep beyond the intended capacity of the facility. The current contract allows for up to 130 additional mats in the building, which if eliminated, would alleviate the burden on the plumbing and prevent bed bug infestations on the first floor.

Recommendation 2a: Reduce Night Sleep to the designed building capacity of 100 bunks. Additionally, clients should be given the opportunity to sleep soundly for at least 8 hours a night.

Recommendation 2b: Eliminate Day Sleep. The service is underutilized, disruptive to night sleep clients, and initiates a cycle of kick-out and cleaning that characterize life and work at the ARCH.

Recommendation 2c: Continue providing shelter to *single men* and day resources to *all clients*. While other client segmentation is possible, we recommend waiting until the system is stabilized to make such changes, and to include the capacity for continuous improvement and iteration in the contract (see goal 4).

Recommendation 2d: Continue offering basic support services. *All clients* at the ARCH need access to the showers, restrooms, and laundry.

Goal 3: Make system navigation a main function of the ARCH. The current contract with Front Steps does not include navigation services and providing information about resources. The i-Team's research has found that absence of central navigation and resource information is a key pain point. Both clients and case managers have to navigate unclear pathways at multiple agencies and receive inconsistent services. Research has also found that relationships have become the workaround for service delivery in the absence of formal partnering, processes, and tools, like shared databases. If the ARCH were a true Resource Center, it would have better processes and technology tools at its disposal that would enable its virtual reach to expand beyond downtown. Eliminating mats on the first floor will reinforce dedication to system navigation resources in that space.

Recommendation 3a: Staffing priorities on the first floor need to align with this goal. The ARCH needs to have day resource staff available to help clients at the resource desk and client navigators when the building is open to the public.

Recommendation 3b: The vendor should continue to manage client-facing communications. Signage and digital communications are the front line for system navigation and the ARCH needs to reflect clear and consistent direction that is part of a overall content strategy with the City. Communications need to tell clients what to do and need to be based on accurate and actionable information.

Recommendation 3c: The ARCH vendor should participate in creating and maintaining centralized, digital information about available resources. The City and stakeholders also need to create a governance process for data maintenance across the system. The data will provide the necessary backbone for navigation and content creation at the ARCH.

Goal 4: Mitigate the effects of rightsizing the ARCH on clients and the rest of the system, while supporting continuous improvement and iteration. Before the changes go into effect to rightsize the ARCH, identify other partners who can provide the necessary services that are eliminated from the ARCH and that the City's growing homeless population needs. These services include day sleep, at least 900 shelter beds (mats eliminated at the ARCH plus current number of unsheltered), indoor and outdoor community space, and more storage options.

Recommendation 4a: Initiate a Request for Information (RFI) before the releasing solicitation for the ARCH to identify partners who might pick up services eliminated by the ARCH. Identify un-leveraged community capacity that could provide additional human and organizational capacity to homelessness service delivery. Frame the RFI around the needs outlined in this briefing memo and other needs identified by the iTeam. Respondents can use the i-Team's research and insights to inform their responses.

Recommendation 4b: Identify novel ideas and approaches. After receiving responses to the RFI, the City might learn of a new possible approach, or might identify a vendor who can help with services design, continuous improvement, and iteration of ARCH services. After receiving new information, we might either modify the scope of work for the ARCH or offer a reverse pitch-style competition, where we offer seed money for the development of novel concepts, much like Bloomberg Philanthropies has done for the City.

Recommendation 4c: Test and iterate colocated service contracts. The contracts terms should be short, flexible, and outcome oriented to identify the most necessary services and allow for ongoing system improvements. The City of Austin and the selected vendor will work together to identify priority colocated services.

Attachments:

- A. [ARCH Feedback from People with Lived Experience of Homelessness](#)
- B. [Austin's Lived Experience Insights](#)
- C. [Homelessness Advisory Committee of Austin](#)

- D. [ARCH Service Blueprint](#)
- E. [ARCH Communications Audit](#)
- F. [Sleeping as a Service Report](#)
- G. [Executed ARCH Contract with Front Steps](#)

cc:

Mark Washington, Assistant City Manager
Stephanie Hayden, Interim Director, Austin Public Health