

# A SYSTEM IN TRANSITION: Shifting our priorities and programs to end homelessness

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North Carolina Coalition to End Homelessness

securing resources • encouraging public dialogue • advocating for public policy change

919.755.4393 • [www.ncceh.org](http://www.ncceh.org)

## Keys to Ending Homelessness

- Affordable Housing
- Appropriate Services
- Adequate Income

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## Brief History of Homelessness Response

- 1980's (First Response– Emergency Shelters)
- 1990's (Continuum of Care Created based on Housing Readiness Model)
- 2000's (New Permanent Supportive Housing emphasis, Move from managing homelessness to ending homelessness, Housing First, Congress mandates HMIS, Local Ten-Year Plans to End Homelessness)
- 2010's (Use of evidence-based practices, new RRH & Prevention emphasis in addition to PSH, Federal Strategic Plan to Prevent & End Homelessness)

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## How Did We Get Here?

- Research & Data
- Evidence-based Practice
- Plans, Plans, Plans!
- HEARTH: McKinney-Vento Reauthorization & HPRP

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## Research & Data

- Chronic Homeless and Housing First Research = Housing Plus Services is effective and cost-efficient
- New research shows effectiveness of Housing Plus Services approach for families
- Housing PLUS Services can work for all individuals and families who experience homelessness  
Difference = Length & Intensity of Assistance

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## HEARTH Legislation Enacted



President Obama signed the HEARTH Act on May 20, 2009.

It was the first significant reauthorization of HUD's McKinney-Vento Homeless Assistance Programs in nearly 20 years.

It required the U.S. Interagency Council on Homelessness to create a federal plan to end homelessness.

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## HEARTH Act Purpose

“to establish a Federal goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days”

HEARTH Act Purposes – Sec. 1002(b)

## Opening Doors: Federal Strategic Plan to End Homelessness

### FOUR GOALS:

- Finish the job of ending chronic homelessness in 5 years
- Prevent and end homelessness among Veterans in 5 years
- Prevent and end homelessness for families, youth and children in 10 years
- Set a path to ending all types of homelessness

[www.usich.gov](http://www.usich.gov)

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# Retool the Crisis Response System

- Objective 10: Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing

[www.usich.gov](http://www.usich.gov)

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## Our Current System

1. Experience housing crisis
2. Move from system to system seeking support
3. Lose Housing
4. Enter Emergency Shelter
5. Address barriers to housing while in the shelter or transitional housing



# A New Approach

1. Experience housing crisis
2. Reach out for support
3. Providers assess for housing risk and make referral to housing stabilization services
4. Based on client need, appropriate services are provided (e.g. short or long term rental assistance, wrap-around services, landlord mediation and housing search)
5. Client may need to stay at a shelter while receiving stabilization services



## Redesigning the System

How should we invest our limited resources?

## A New Approach

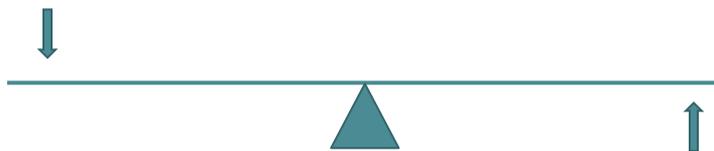


vs.

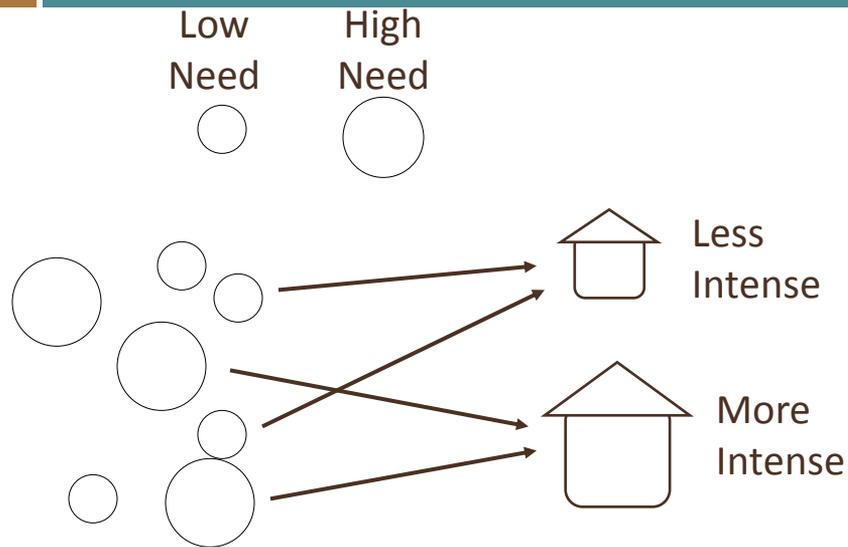


## Balancing Act

Just enough,  
not too much



## Targeting Resources



## Barriers to Getting Housing

- ❑ Criminal History
- ❑ Credit History
- ❑ Housing History
- ❑ Financial Resources

# Barriers to Keeping Housing

- Financial Barriers
  - Income, budgeting
- Behavioral Barriers
  - Mental Health, substance use, tenancy skills

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# Question All of Our Assumptions

- Are all doubled-up situations bad?
- What is affordable? What is manageable? What's the alternative?
- Do people deserve the chance to try and fail?

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# Elements of the NEW system

## HOUSING + SERVICES

- Prevention/Diversion \*
- Emergency Shelter or Hotel/Motel Vouchers \*
- Rapid Re-Housing/Transition-in-Place Housing \*\*\*
- Permanent Supportive Housing \*\*

\*eligible activities under ESG

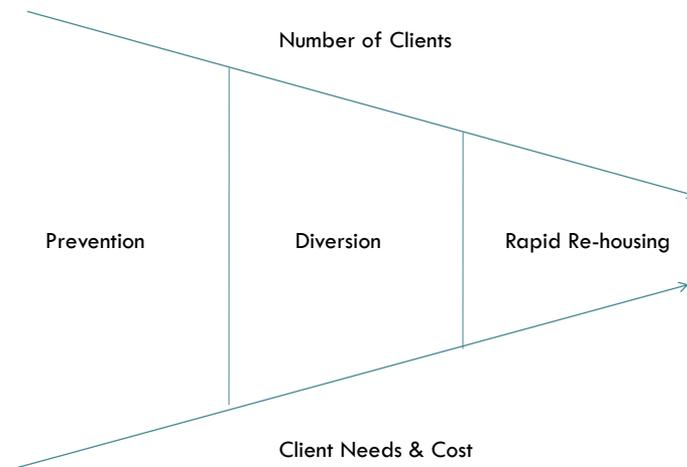
\*\*eligible activities under CoC

\*\*\*eligible activities under ESG & CoC

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## A New Approach



## Financial Assistance

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- Rental Assistance
  - Short-term
  - Medium-term
  - Long-term
  - Bridge
  - Arrears
- Security and Utility Deposits
- Utility Payments (and arrears)
- Moving Cost Assistance
- Hotel/Motel Costs
- Repair Damages

## Housing Relocation & Stabilization Services

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- Case Management
- Outreach and Engagement
- Housing Search and Placement
- Legal Services
- Credit Repair
- Childcare
- Transportation

# Targeted Homeless \$

(and who is required to use HMIS)

- HUD McKinney-Vento Homeless Assistance Funding
  - ESG (Emergency Solutions Grants formerly Emergency Shelter Grants)
    - block granted to states (was 10%, is now 20%)
  - Continuum of Care Competition
    - 80% distributed through national competitive process (was 90%, is now 80%)
- ARRA: Homelessness Prevention & Rapid Re-Housing Program (HPRP)
- Veterans Administration
  - Per Diem Program
  - Supportive Services for Veteran and their Families (SSVF)
  - HUD-VASH
- DHHS
  - PATH (Projects of Assistance for Transitioning from Homelessness)
  - HUD-HHS Demo Project (Proposed)

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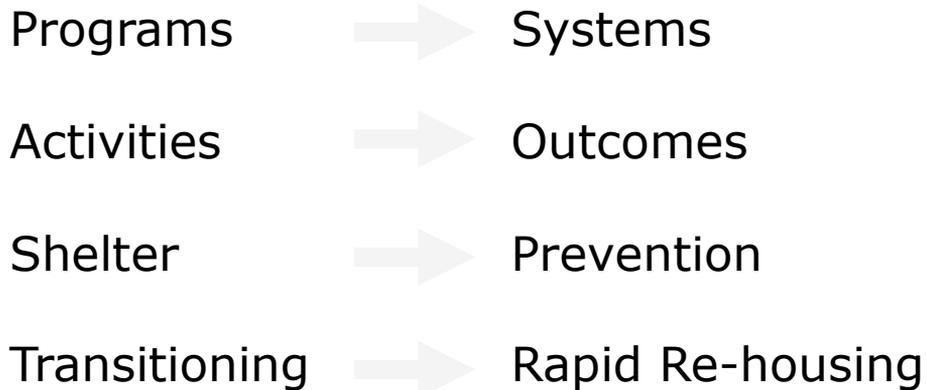
## HEARTH— Change is happening NOW!

- HEARTH legislation was enacted May 2009, changing HUD homeless programs.
- New Rules go into effect this year
  - ESG=
  - CoC= 2012 NOFA

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## Shifts in what is funded & encouraged



## HEARTH Performance Measures

<b>Reduce Overall Homelessness</b>
Reduce the number of people who become homeless
Reduce length of homelessness
Reduce return to homelessness
Increase jobs and income
Other Accomplishments Related to reducing homelessness
Thoroughness in reaching homeless population

# Core HEARTH Measures

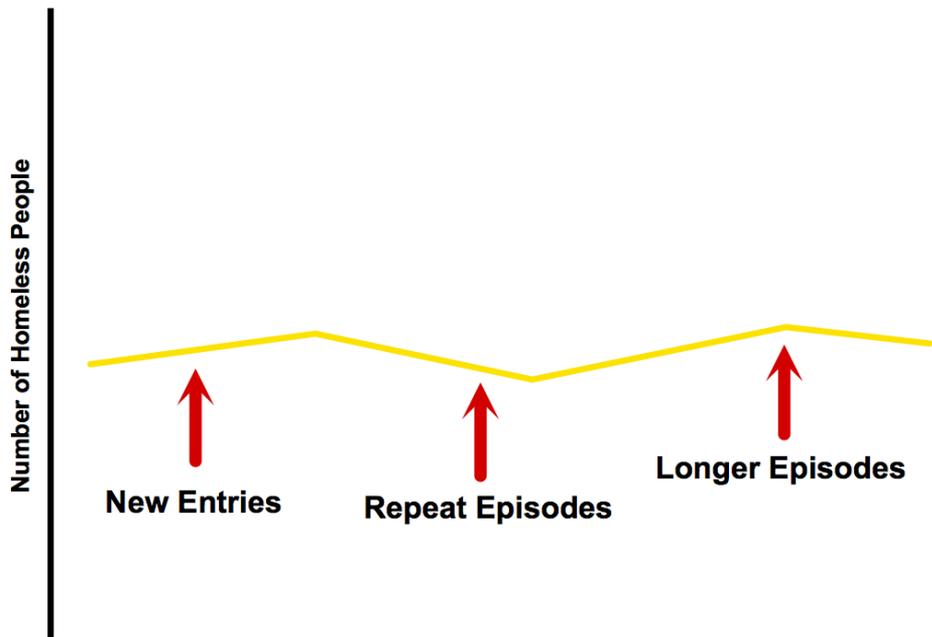
1. New homelessness

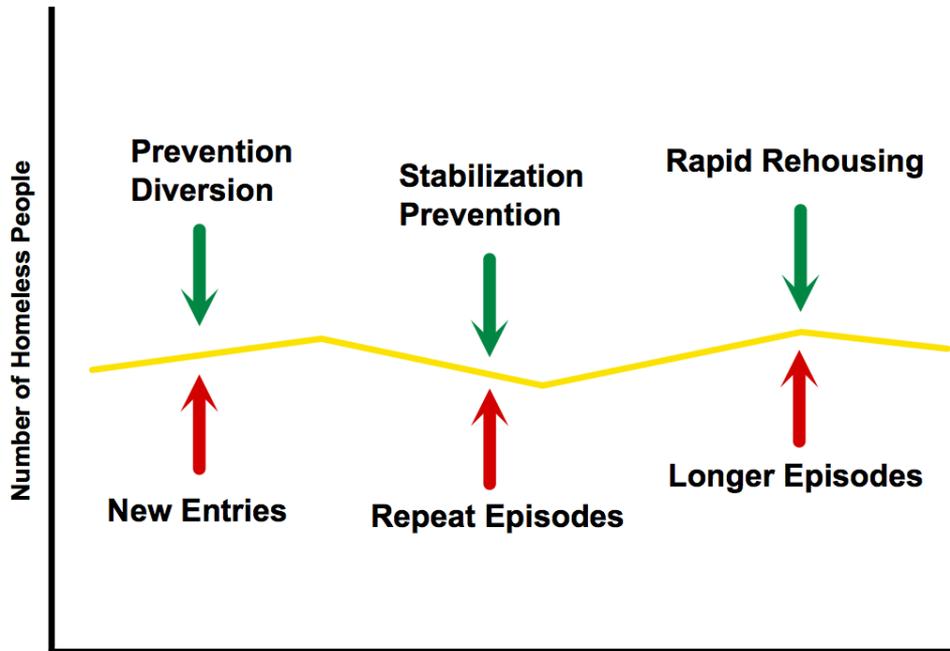
2. Length of homelessness

3. Repeat homelessness

\*\*Measures require evaluating performance across the entire CoC region

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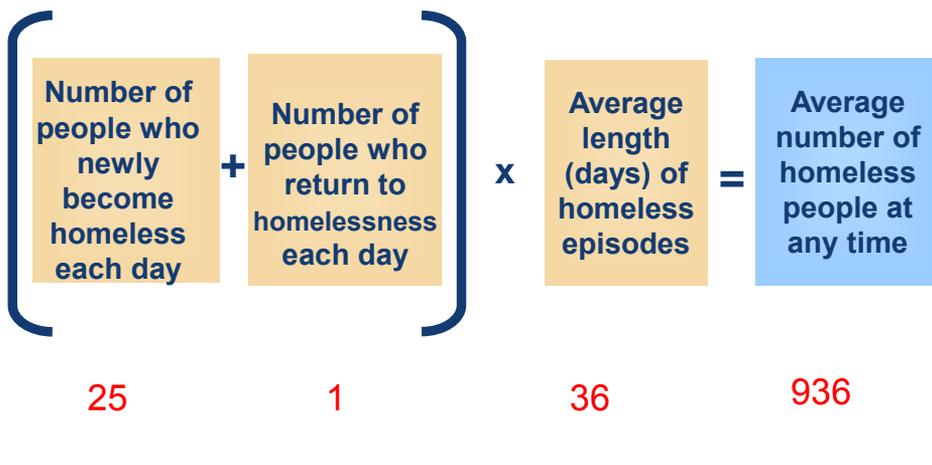


## Measures of Homelessness

$$\left( \begin{array}{c} \text{Number of} \\ \text{people who} \\ \text{newly} \\ \text{become} \\ \text{homeless} \\ \text{each day} \end{array} + \begin{array}{c} \text{Number of} \\ \text{people who} \\ \text{return to} \\ \text{homelessness} \\ \text{each day} \end{array} \right) \times \begin{array}{c} \text{Average} \\ \text{length} \\ \text{(days) of} \\ \text{homeless} \\ \text{episodes} \end{array} = \begin{array}{c} \text{Average} \\ \text{number of} \\ \text{homeless} \\ \text{people at} \\ \text{any time} \end{array}$$

25
1
40
1,040

## Measures of Homelessness



## System Change Strategies

- Transitional Housing Conversion
- Expanding Rapid Re-Housing Capacity
- Converting Shelter Beds to Rapid Re-Housing Resources
- Shelter Diversion
- Targeted Prevention
- Creation of Permanent Supportive Housing
- Exits from Permanent Supportive Housing
- Coordinated Intake System
- Common Barrier Assessment and Targeting Tool
- Performance Improvement Process
- Progressive Engagement
- Mainstream Employment Partnerships

# System Change Strategies

- Transitional Housing Conversion
- Why convert Transitional Housing?
  - Facility-based vs Voucher-based
  - Long length of stay
  - Difficulty finding permanent housing at program exit
  
- Resource:  
<http://www.endhomelessness.org/content/article/detail/4411>

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# System Change Strategies

- Expanding Rapid Re-Housing Capacity
  - With HPRP funding ending, we need to work to maintain Rapid Re-Housing Capacity, not just expand it
  
  - Rapid Re-Housing eligible under ESG this year
  - Rapid Re-Housing will be eligible under CoC in the future
  - Private dollars can fund Rapid Re-Housing
  - Be creative! Look at other funding sources that can support rental assistance, other financial assistance and case management

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# System Change Strategies

- Converting Shelter Beds to Rapid Re-Housing Resources
  
- Shelter is a temporary fix for an immediate need
- Reinvesting resources in Rapid Re-Housing will result in a need for fewer shelter beds
  
- ESG funding will make this shift over time!

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# System Change Strategies

- Shelter Diversion
  - Reduce new entries
  - Reduce the demand for shelter beds
  - Reduce program wait lists
  
- Resource:  
<http://www.endhomelessness.org/content/article/detail/4155>

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# System Change Strategies

## □ Targeted Prevention

- Extremely difficult to predict who will become homeless
- New York City Controlled Study:
  - 80-90% do not become homeless without assistance
  - Only 10-20% who receive prevention assistance would have become homeless without it
- Make your prevention program serve a people that look like people in shelter
- Resource:  
<http://www.endhomelessness.org/content/article/detail/3642>

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# System Change Strategies

## □ Creation of Permanent Supportive Housing

- Ensure your community has PSH options for persons with disabilities and high keeping housing barriers who need long-term support

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# System Change Strategies

- Exits from Permanent Supportive Housing
  - Work on an exit plan for households who have stabilized and are ready to move on

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# System Change Strategies

- Coordinated Intake System
  - Will be required by HUD
  - More details to come
- Common Barrier Assessment and Targeting Tool

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# System Change Strategies

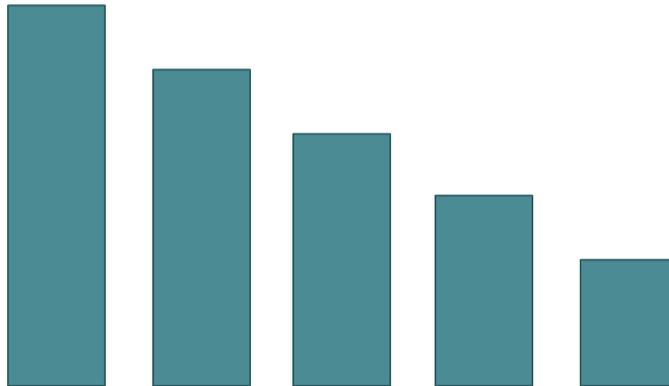
- Performance Improvement Process
  - ▣ Improving what you are already doing
  - ▣ Use data to inform your practice!

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# System Change Strategies

- Progressive Engagement



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# System Change Strategies

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- Mainstream Employment Partnerships
  - ▣ Don't duplicate services!
  - ▣ Link up with others who have resources

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NEXT STEPS  
to  
STAY FOCUSED

## Act Strategically

- Transform homeless services to rapid response systems to focus on housing stabilization. Centralized and coordinated intake is key to making this work. Offer alternatives to shelter admission whenever possible, make shelter available, and ensure quick housing placement and housing retention.

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## Act Strategically

- Collaborate with Public Housing Agencies to identify how families and individuals who are homeless can be prioritized for housing
- Commit to using data as a management tool. Review your community data to identify system and program strengths, weaknesses, and opportunities for improvement.
- Work collaboratively and build relationships to streamline resources and efforts.

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## Contact NCCEH

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- NCCEH Webpage: [www.ncceh.org](http://www.ncceh.org)
  - Learn more! Join our mailing list! Become a member!

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