Guilford CoC Think Tank

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North Carolina Coalition to End Homelessness
securing resources ● encouraging public dialogue ● advocating for public policy change

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Welcome & Setting the Stage

Ground Rules

Think bigger than your program

Focus on:

- What is best for people experiencing homelessness
- Supporting the system to further the goal of ending homelessness

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Ground Rules for Discussion

- ☐ Focus on ending homelessness.
- ☐ Step up, then step back- share the available time with others.
- ☐ Be constructive.
- ☐ Seek clarity, ask questions.
- ☐ Be specific.
- ☐ Focus on the future.
- ☐ Keep it real, keep it relevant. Be honest. Be direct, yet kind.
- ☐ Center on what most needs to be talked about.

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Today's Agenda

- Create a Timeline
- Federal Strategic Plan/HEARTH Overview
- Establish a Rallying Cry
- Lunch
- Homeless System Simulation
- Guilford Data Review
- System Change Strategies
- Day 1 Wrap-up

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Keys to Ending Homelessness

- Affordable Housing
- Appropriate Services
- Adequate Income

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Creating a Timeline

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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, 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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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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Federal Strategy Plan & HEARTH Overview

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

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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

Child Care/ Schools

Mental Health/ Substance Abuse Services

Physical Health Care

Emergency Shelter

Permanent Supportive Housing

Employment / Education/ Disability Benefits

Family/ Social Supports

Redesigning the System

How should we invest
our limited resources?

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Housing First: A New Approach

Crisis Intervention → Stabilization → Housing-Ready

vs.

Housing as Intervention, Stabilize in Housing

Barriers to Getting Housing

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

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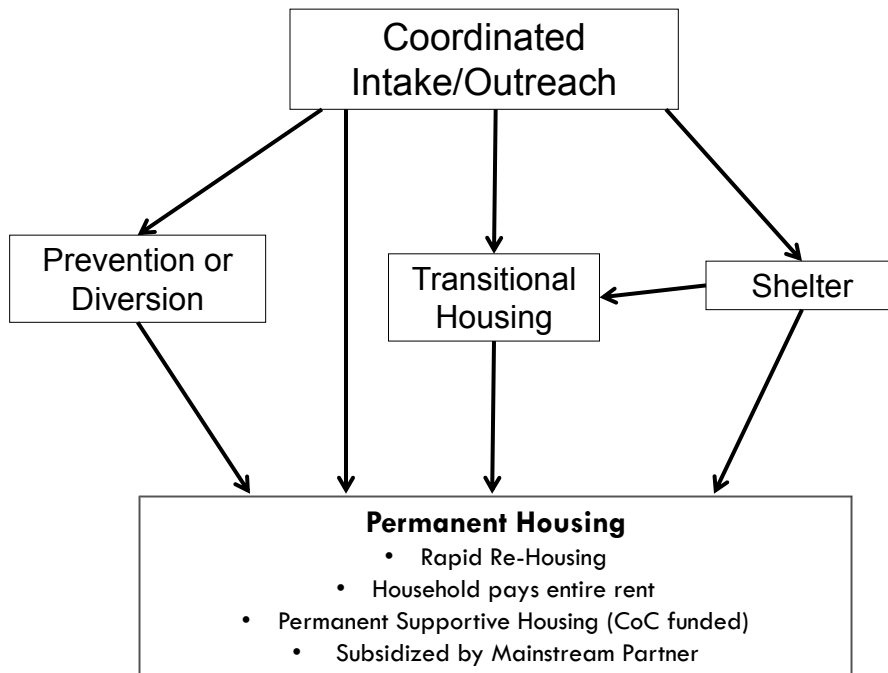NCCEH

Barriers to Keeping Housing

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

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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

Shifts in what is funded & encouraged

Programs	➡	Systems
Activities	➡	Outcomes
Shelter	➡	Prevention
Transitioning	➡	Rapid Re-housing

3 Key Changes

ESG
- Emergency *Solutions* Grant
- More program and administrative funding
- Funding for prevention and rapid re-housing
- Cap on funding for traditional shelter activities

CoC PROGRAMS
- Merges SHP + SPC + Mod. Rehab./SRO
- Rapid Re-Housing now eligible
- Mix and match services
- Up to ~~10~~ 7% admin.
- New 25% ~~community~~ match
- New Performance Measures

CoC ADMIN
- Collaborative Applicant submits application
- Collaborative Applicant gets ~~3~~ 1.5% admin $$$
- Focus on community-wide outcomes

HEARTH Performance Measures

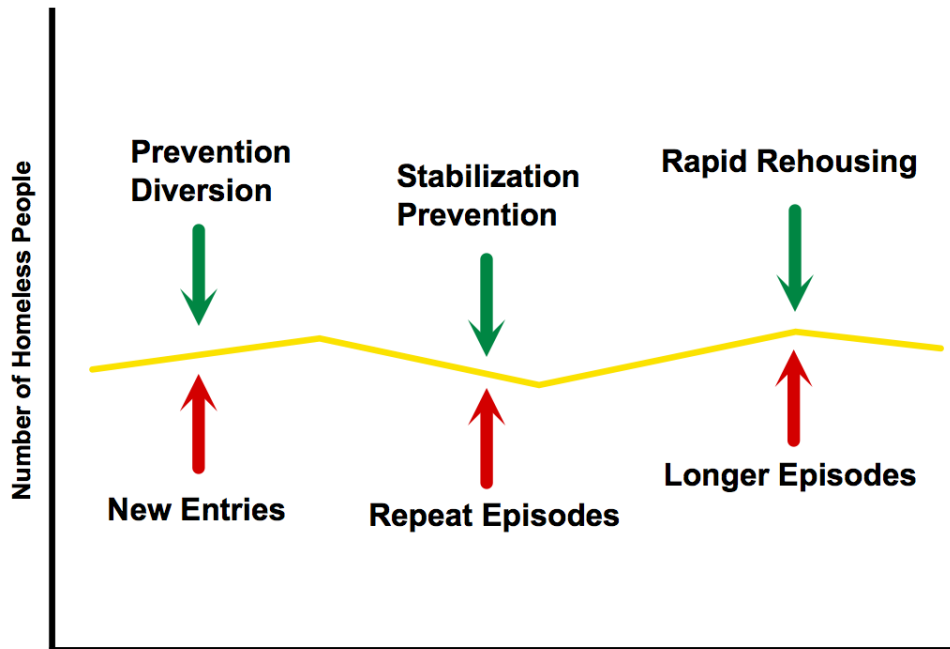| |
|---|
| **Reduce Overall Homelessness** |
| **Reduce the number of people who become homeless** |
| **Reduce length of homelessness** |
| **Reduce return to homelessness** |
| Increase jobs and income |
| Other Accomplishments Related to reducing homelessness |
| Thoroughness in reaching homeless 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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Number of Homeless People

New Entries

Repeat Episodes

Longer Episodes

Number of Homeless People

Prevention Diversion

Stabilization Prevention

Rapid Rehousing

New Entries

Repeat Episodes

Longer Episodes

Homeless System Simulation

Exercise #1: Homeless System Simulation

Object:
Place as many beads into permanent housing as possible.
Stop beads from becoming homeless.

Points:
+ 1 per each homeless bead

Key Definitions:
Homeless: Any bead left in Intake, Emergency Shelter, Transitional Housing, or Unsheltered
Homelessness at the conclusion of each round; Any bead instructed to become homeless

Permanent Housing: Rapid Re-Housing, Permanent Supportive Housing, Market Housing

Round: A Round begins when the Scorekeeper reads a System Event Card. A Round concludes once
every player has taken a turn, no more beads can be placed.

Order of Turns:
Scorekeeper (reads System Event Card), Intake, Emergency Shelter, Rapid Re-Housing, Supportive
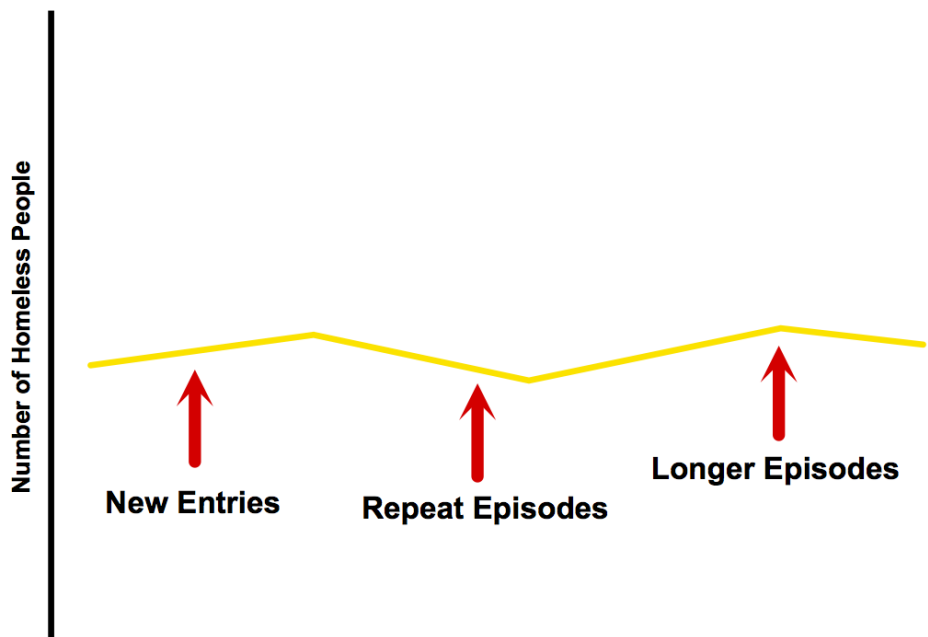Services Only, Transitional Housing, Permanent Supportive Housing.

Core HEARTH Measures

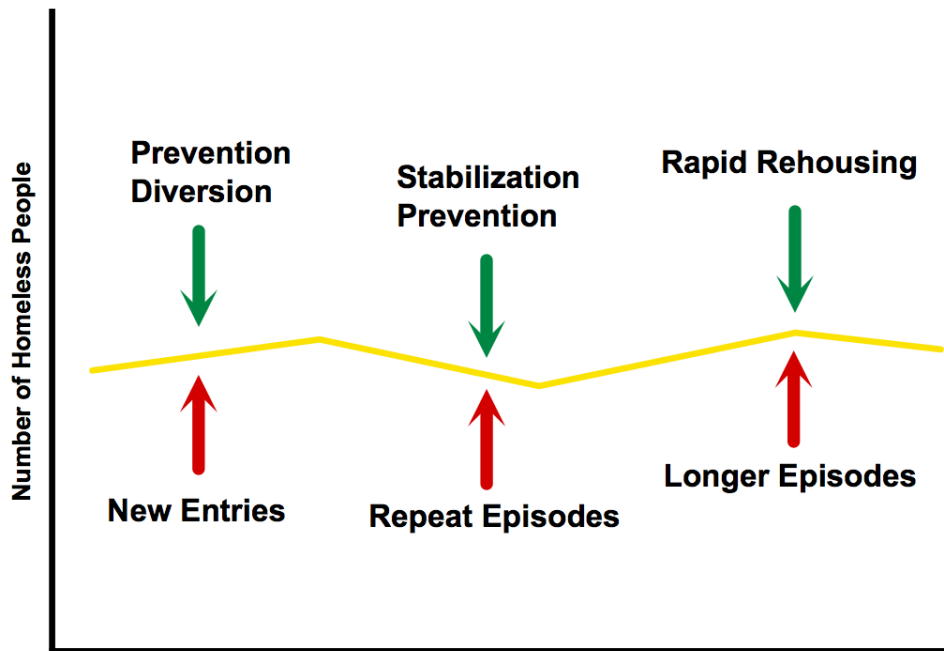## 1. New homelessness

2. Length of homelessness

3. Repeat homelessness

**Measures require evaluating performance across the entire CoC region
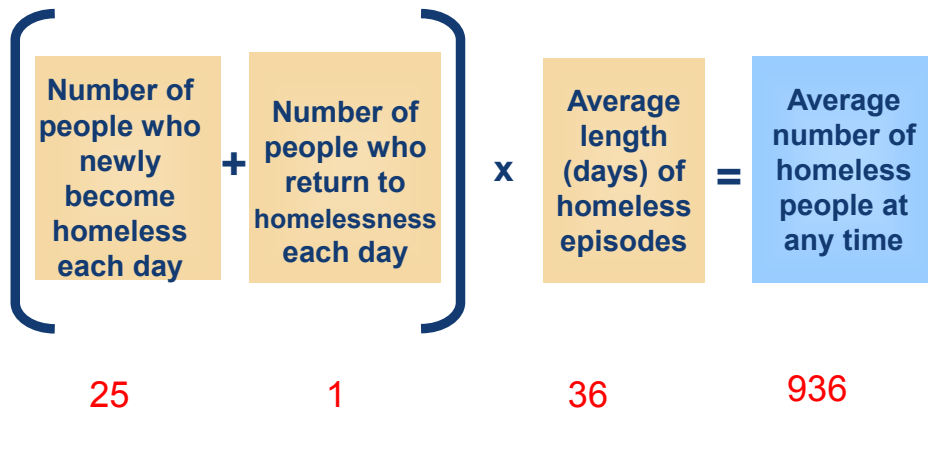
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Measures of Homelessness

Number of people who newly become homeless each day	+	Number of people who return to homelessness each day	x	Average length (days) of homeless episodes	=	Average number of homeless people at any time
25		1		40		1,040

Measures of Homelessness

Number of people who newly become homeless each day	+	Number of people who return to homelessness each day	x	Average length (days) of homeless episodes	=	Average number of homeless people at any time
25		1		36		936

Why Rapid Re-Housing & Permanent Supportive Housing?

- ☐ Invests directly in permanent housing outcome
- ☐ Emergency Shelter designed to meet immediate, not long-term need
- ☐ While Transitional Housing was previously thought to best meet long-term need, outcomes are showing a different story

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Financial Assistance

- 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

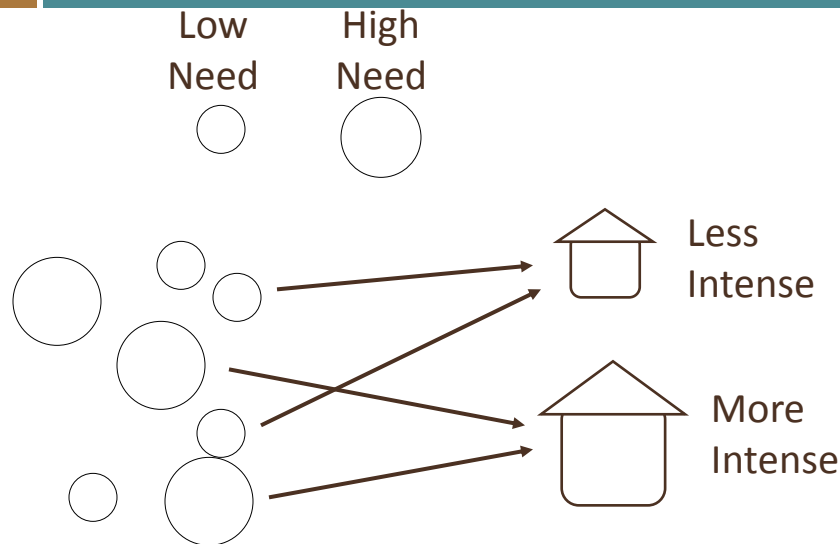North Carolina Coalition to End Homelessness NCCEH

Housing Relocation & Stabilization Services

- Case Management
- Outreach and Engagement
- Housing Search and Placement
- Legal Services
- Credit Repair
- Childcare
- Transportation
- Mental Health & Substance Use Services
- Healthcare Services

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Targeting Resources

Increasing System Performance

- ☐ Increase exits to permanent housing
- ☐ Shorten Length of Stay
- ☐ Invest in highest-performing program types

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Data Review

2012 Housing Inventory Chart

Type	Emergency Shelter	Transitional Housing	Rapid Re-Housing	Permanent Supportive Housing
Year-round with no children beds	246	198	10	89
Year-round with children beds	120	234	93	187
Year-round children only beds	12	0	0	0
Seasonal beds	97			
Overflow beds	21			
Total year-round beds	378	432	103	276
Total programs	14	23	2	12
Total agencies	7	11	2	7

2012 Housing Inventory Chart vs PIT

Type	Emergency Shelter		Transitional Housing		Rapid Re-Housing		Permanent Supportive Housing		Unsheltered
	HIC	PIT	HIC	PIT	HIC	PIT	HIC	PIT	PIT
Year-round with no children	246	359	198	170	10	n/a	89	71	155
Year-round with children	120	102	234	209	93	n/a	187	165	--
Year-round children only	12	10	--	--	--	n/a	--	0	0
Total year-round	378	471	432	379	103	n/a	276	236	155
Total programs	14		23		2		12		
Total agencies	7		11		2		7		

Length of Stay by Program Type

	ESG Application	CoC Application
Emergency Shelter	45 day	2 months
Transitional Housing	321 days	8 months

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Exits to Permanent Housing

	ESG App (Jan-Jun 2012)	CoC Application
Emergency Shelter	15%	
Transitional Housing	44%	59%
Rapid Re-Housing	85%	
Permanent Supportive Housing	77%	90%

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Null or missing values (CoC App pg 27)

Universal Data Element	Records with no values (%)	Records where value is refused or unknown (%)
Race	0%	0%
Gender	0%	0%
Veteran status	0%	0%
Disabling condition	0%	0%
Residence prior to program entry	0%	0%
Zip Code of last permanent address	0%	5%
Housing status	0%	0%
Destination	0%	25%
Head of household	0%	0%

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CoC FY2011 Achievements

Objective	FY2011 Proposed Numeric Achievement		FY2011 Actual Numeric Achievement	
Create new permanent housing beds for the chronically homeless	63	Beds	68	Beds
Increase the percentage of homeless persons staying in permanent housing over 6 months to at least 77%	81	%	90	%
Increase the percentage of homeless persons moving from transitional housing to permanent housing to at least 65%	72	%	59	%
Increase the percentage of homeless persons employed at exit to at least 20%	22	%	32	%
Decrease the number of homeless households with children	110	Households	110	Households

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Transitional Housing Exits
(CoC funded programs)

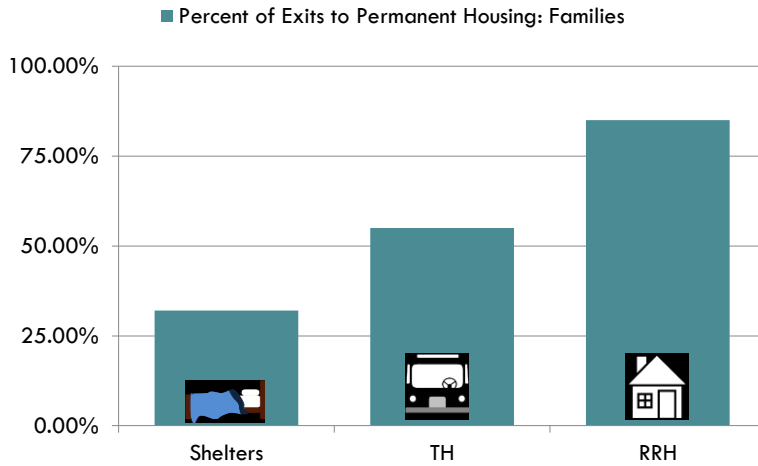**2012: 59% of exits went to permanent housing**

Number of participants who exited TH project(s), including unknown destination	510
Number of transitional housing participants that moved to permanent housing upon exit	299

HUD goal: 65%
12 month goal: 65%
5 year goal: 70%
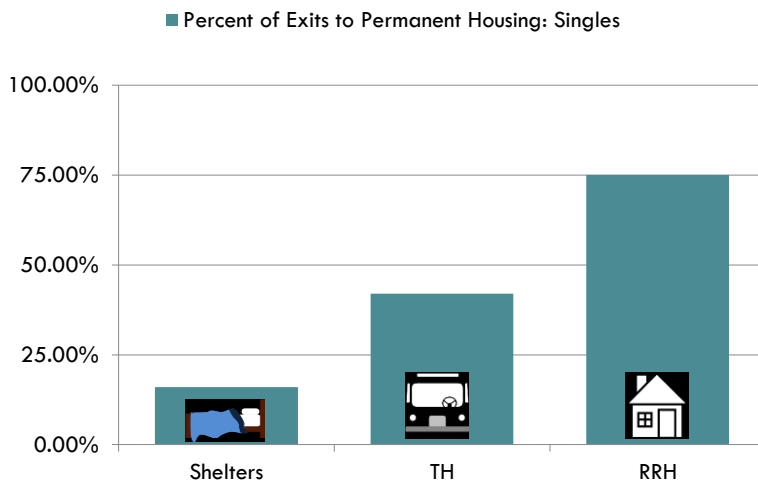10 year goal: 75%

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Average Rate of Exits to Permanent Housing - Families

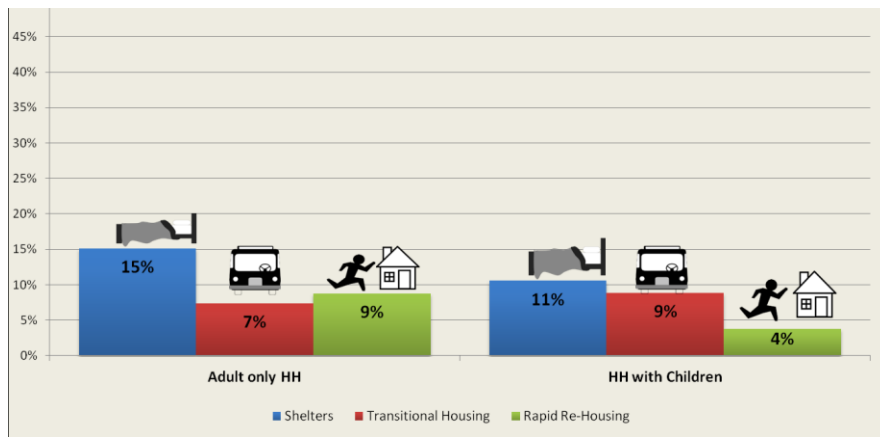■ Percent of Exits to Permanent Housing: Families

Source: Data from 14 Continuums in seven states that prepared Evaluators for NAEH Performance Improvement Clinics in 2011-2012 (Katharine Gale Consulting/Focus Strategies)

Average Rate of Exits to Permanent Housing - Singles

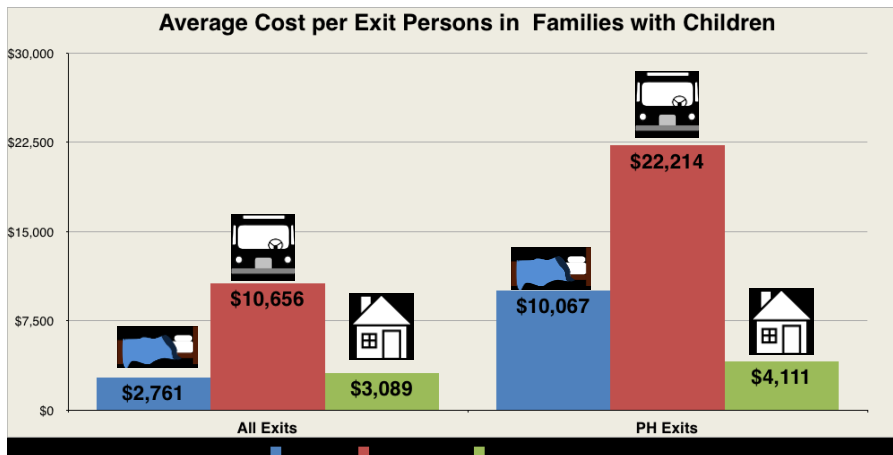■ Percent of Exits to Permanent Housing: Singles

Source: Data from 14 Continuums in seven states that prepared Evaluators for NAEH Performance Improvement Clinics in 2011-2012 (Katharine Gale Consulting/Focus Strategies)

Rates of Return within 12 months after gaining permanent housing

Source: Data averaged from seven Continuums in four states that prepared Homeless System Evaluators for NAEH Performance Improvement Clinics in 2011-2012 (Katharine Gale Consulting/Focus Strategies)

Average Cost Per Exit and Per PH Exit

Source: Data from 14 Continuums in seven states that prepared Homeless System Evaluators for NAEH Performance Improvement Clinics in 2011-2012 (Katharine Gale Consulting/Focus Strategies)

System Change Strategies

System Change Strategies

- Coordinated Intake System
- Common Barrier Assessment and Targeting Tool
- Performance Improvement Process
- 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
- Mainstream Employment Partnerships
- Progressive Engagement

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Coordinated Intake System

Benefits:
- Clear entry point for homeless and at-risk people in the community
- Improved fit between clients and programs/services referred to/accepting
- Greater opportunity for up-front diversion from homeless entry at the front door
- Faster access to beds/services for clients (reduces turnover time)
- Reduction of duplication of effort for intake/data collection and administrative burden at participation agencies
- Better data/feedback to system about trends in demand, needs and gaps

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Coordinated Intake System

Considerations:
- Different options, including single location, phone based (211) paired with secondary intake at a site, or multiple locations using common assessment and intake process.
- Decisions about placements into homeless assistance programs should be made through the intake process instead of by individual providers.
- Should use a common barrier assessment and targeting tool (see below)

Needed to implement:
- Funding for central functions and identified operator(s)
- agreement on basis for a referral or placement to each program participating
- common data system
- programs that meet people's needs

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Common Barrier Assessment and Targeting Tool

Benefits:

- Better fit between clients and programs
- Common understanding among programs of relevant client barriers and issues important to assess
- Reduction of duplication for client having to give information repeatedly and/or different information to each agency
- Ability to base large portions of assessment on required/ recommended HMIS data

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Common Barrier Assessment and Targeting Tool

Considerations:

- Assessment tool that categorize clients into different levels based on barriers/needs and targets program, resources and/or staff time accordingly
- Tools with combination of quantitative assessment (a score) and qualitative assessment
- Collect only as much information as needed
- Focus on immediate barriers to obtaining housing

Needed to implement:

- Agreement on elements of assessment and targeting interventions
- common training
- ability to maintain/revise tool and process

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Performance Improvement Process

Benefits:
- Clear expectations for providers
- Better outcomes for clients as system-wide performance improves
- Ability to guide funding decisions based on impact/ ensure biggest bang for the buck

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Performance Improvement Process

Considerations:
- Which programs will be covered (CoC funded only? HPRP? All programs?)
- Better to focus on fewer and higher priority measures
- If possible, align with HEARTH Act measures (length of episodes, repeat entries, new entries)
- Identify which measures will apply to which programs

Needed to implement:
- Common performance measures
- baseline data and benchmarks for each component of the system of care
- data collection system that produces performance reports
- contract language for how performance measures are used
- designated time frame for implementation and revisions
- corrective action process and technical assistance for agencies facing challenges
- willingness to reallocate funding if necessary

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Transitional Housing Conversation

Benefits:
- Shortens lengths of stay for programs and systems
- Increases numbers of households that can be served with existing resources
- Brings system into better alignment with goals of the HEARTH Act and Federal Strategic Plan to Prevent and End Homelessness

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Transitional Housing Conversation

Considerations:
- Requires buy-in from stakeholders, including program staff, board, funders
- Contract amendments for CoC and other funding
- Possible changes to target population

Needed to implement:
- Staff training
- Restructuring plan

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Expanding Rapid Re-Housing Capacity

Benefits:
- Shortens lengths of stay in homelessness/low cost per housing placement
- Reduces trauma
- Enables existing shelter beds to serve more people
- Provides support to households in their own housing

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Expanding Rapid Re-Housing Capacity

Considerations:
- Decision: Combine with shelter or operate as standalone programs?
- Identify funding for rental assistance and flexible resources for one-time costs
- How to best utilize existing service network

Needed to implement:
- new or redirected funding resources
- community housing capacity including strong landlord relationships
- support services once people are housed

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Converting Shelter Beds to Rapid Re-Housing Resources

Benefits:
- Moves clients from homelessness to housing faster/shortens lengths of stay
- Reduces need for shelter beds
- Possibly more community support because of reduced number of shelter facilities

Converting Shelter Beds to Rapid Re-Housing Resources

Considerations:
- Challenge to convert fixed location costs to flexible costs
- Mobile services rather than site-based/shelter-based services
- Targeting rapid re-housing services to people who would have been medium to long term shelter users

Needed to implement:
- ability to redirect staffing and/or other shelter resources to RRH;
- community housing capacity including strong landlord relationships;
- mobile services capacity;
- quick access to (flexible) funds that will help with housing placement and upfront costs

Shelter Diversion

Benefits:
- Prevents shelter/homeless entries
- Prevents disruptions to clients
- Preserves shelter beds for those who most need them
- Preserves housing situations which may be viable

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Shelter Diversion

Considerations:
- Central diversion vs. diversion practices by each shelter at its own front door

Needed to implement:
- Assessment and targeting capacity and tools
- services and assistance that can be provided decoupled from shelter entry
- landlord relationships
- flexible financial assistance

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Targeted Prevention

Benefits:
- Targets limited resources to those most likely to benefit from them
- Reduces shelter/homeless entries
- Utilizes homelessness resources to be most closely aligned with actual homeless population
- Uses flexibility to provide right sized assistance instead of predetermined approach

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Targeted Prevention

Considerations:
- Prediction methods challenging
- Commitment to refine
- Stand alone programs versus links to other prevention and re-housing assistance

Needed to implement:
- data system to develop targeting information from
- common assessment
- flexible resources and/or ability to move to deeper services if needed
- willingness to experiment with and evaluate prevention assistance

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Exits from Permanent Supportive Housing

Benefits:
- Preserves scarce PSH resources for those that need them most
- Builds on recovery movement approach to helping clients/tenants continue to move forward and toward greater independence
- Creates turnover in PSH

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Exits from Permanent Supportive Housing

Considerations:
- How will you identify PSH tenants ready and wanting to move to other housing

Needed to implement:
- Assessment process to identify and determine readiness for tenants to move on
- Available housing units that are affordable to PSH tenants

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Mainstream Employment Partnerships

Benefits: Uses mainstream resources in lieu of scarce homeless targeted resources
Provides clients with broader range of employment options

Considerations: Mainstream employment programs are typically reluctant to serve homeless people. Employment strategies should focus on achieving employment as quickly as possible.

Needed to implement: Relationship with employment programs.

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Progressive Engagement

Benefits:

- You don't have to be able to predict beforehand how much assistance a person will need to be re-housed.
- You can stretch your limited resources farther.
- It prevents disruption for the household. They are not literally moving from program to program, or even using different caseworkers. From their perspective, they stay a short period of time in shelter, then are assisted to move into permanent housing. Their level of assistance may be increased or decreased, but their living situation is stable.

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Progressive Engagement

Considerations: Assistance must fit around people being served. For example, you will have to figure out how to set aside permanent rental subsidies for only certain circumstances. You don't want to put everybody on the waiting list at the beginning of the process. Instead, you want to have a pool of vouchers waiting for those for whom smaller amounts of assistance didn't work. This also requires that the caseworkers are trained and can recognize when a person has achieved enough stability or when they will need further assistance.

Needed to implement: Buy in from providers. A process for knowing when somebody is stable in housing and when they need more assistance.

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Wrap-Up