

Homeless System Planning Technical Assistance – Project Kick Off

Meeting with Community Stakeholders

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About Focus Strategies

We believe optimized systems, the power of analytics, and expanded housing lead the way to ending homelessness.



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Agenda for Today

- a. Introductions
- b. Focus Strategies Presentation
 - a. Review purpose of our work and project activities/timeline
 - b. Overview of our approach to homeless system planning
 - c. Preview of next steps in April – June 2019
- c. Large Group Discussion: Clarifying Questions
- d. Small Group Discussion: Strengths and Challenges
- e. Wrap Up and Action Items

Focus Strategies TA Project: Purpose and Goals

- Assist community leaders and stakeholders to evaluate, align and improve the countywide response to homelessness
- Guide the community towards implementing a more coordinated and systematic countywide approach
- Align with and support CORE (results-based collective impact funding model)

Project Overview

| Activity | Timeline |
|--|----------------------------|
| <p>1. Community Engagement & Baseline Assessment</p> <ul style="list-style-type: none">• Meetings and discussions with stakeholders – introduce and build understanding for developing a systematic response to homelessness• Baseline assessment of existing community response• Continue governance discussion | April to June 2019 |
| <p>2. System Performance Assessment and Modeling</p> <ul style="list-style-type: none">• Gather data (HMIS, PIT, HIC, program budgets)• Assess baseline system performance (system, program type, individual programs)• Predictive modeling – identify high impact strategies; develop estimates to “size” the system | July 2019 to February 2020 |

Project Overview

| Activity | Timeline |
|---|------------------------------|
| <p>3. System Development and Re-Design</p> <ul style="list-style-type: none">• Presentation of system performance and modeling results• Learning Collaborative – continue building understanding and capacity for systems change• Recommendations for system design and administrative structure | <p>July to December 2019</p> |
| <p>4. Action Plan Development</p> <ul style="list-style-type: none">• Develop Action Plan for Santa Cruz County homeless system; including governance structure and performance metrics | <p>January to April 2020</p> |

Homeless System Planning Framework

Ending Homelessness

The HEARTH Act establishes:

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

Home, Together (formerly Opening Doors):

“systematic response ...that ensures homelessness is ...a rare, brief, and non-recurring experience.”

Principles of a Homeless Crisis Response System

- Housing-focused
- Person-centered
- Data-informed
- Effective use of resources

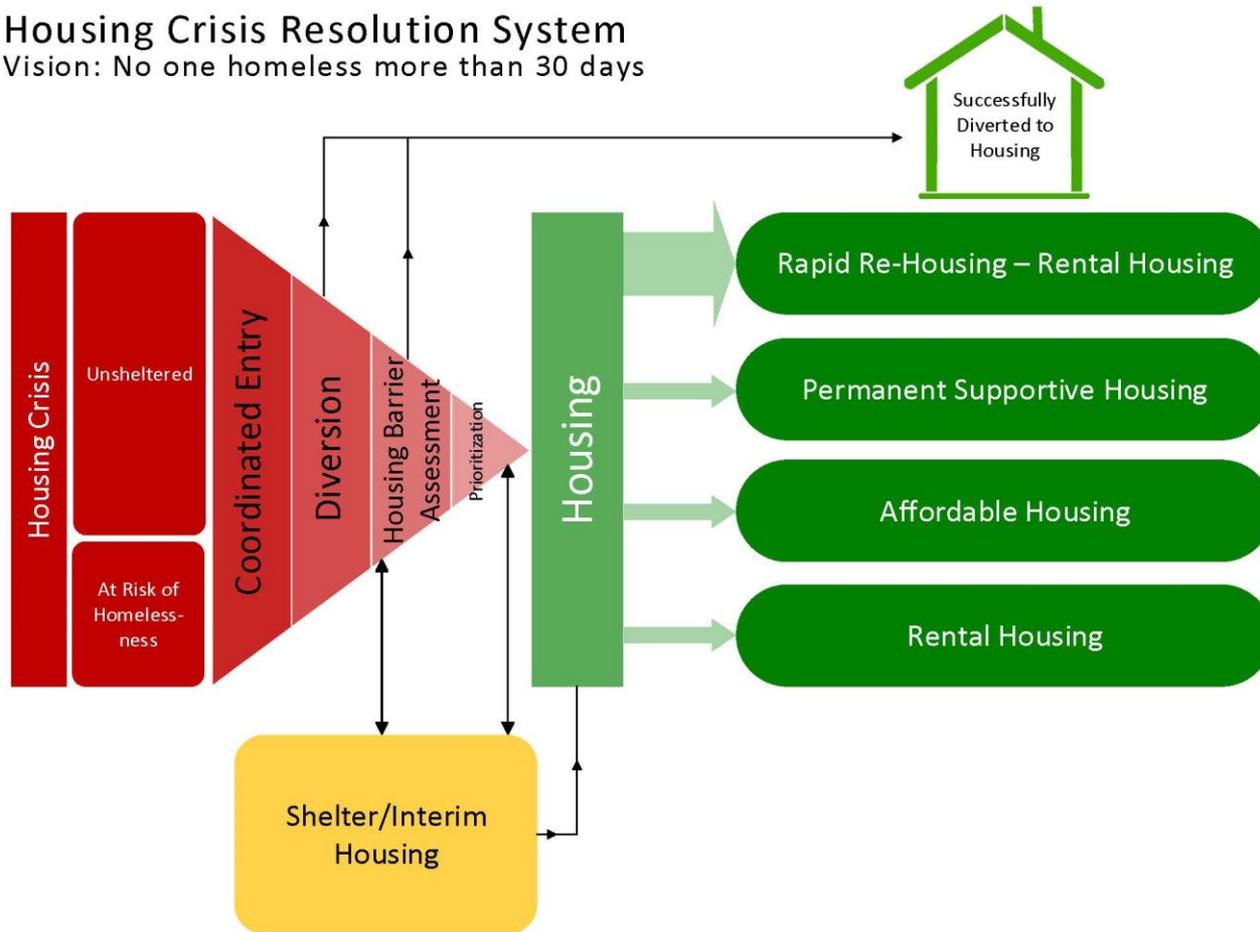
A System to End Homelessness

Ending homelessness means building systems that:

- Divert people from entering homelessness
- Quickly engages and provides a suitable intervention for every households' homelessness
- Have short lengths of stay in programs
- Have high rates of permanent housing exits
- Use data to achieve continuous improvement

Homeless Crisis Response System

Housing Crisis Resolution System
Vision: No one homeless more than 30 days



Program/Project Planning Versus System Planning - Examples

Diversion or Housing Problem Solving

| Program/Project Planning | System Planning |
|---|--|
| Some shelters discuss housing alternatives with people and try to prevent entry into their shelter if client has a safe alternative | Every program and provider in the community receives consistent training and access to resources to implement a diversion practice to help people experiencing homelessness identify safe housing alternatives |

Program/Project Planning Versus System Planning - Examples

Housing Focused Shelter

| Program/Project Planning | System Planning |
|--|---|
| Some shelters employ housing specialists and work with clients to develop a housing plan | All shelter case managers receive training in housing-focused case management; all have access to flexible funding to help people exit to housing; all funders evaluate shelter on rate of exit to Permanent Housing. |

Program/Project Planning Versus System Planning - Examples

Rapid Re-Housing (RRH)

Program/Project Planning

Each RRH program develops individualized screening criteria and policies on amount of length of subsidy; clients can receive between 3 and 24 months of support depending on what program they happen to enter

System Planning

All RRH programs align to a common set of standards and practices based on progressive engagement; all clients receive initial 3 months of support and only receive more if needed, funds are maximized to assist as many households as possible

Program/Project Planning Versus System Planning - Examples

Permanent Supportive & Affordable Housing

| Program/Project Planning | System Planning |
|--|---|
| Individual developers site and build projects based on available funding | Leadership and funders identify housing unit production goal; marshal all available resources to create a development pipeline to meet identified goals |

Program/Project Planning Versus System Planning - Examples

| Performance Measurement | |
|--|---|
| Program/Project Planning | System Planning |
| Projects primarily measure their own performance; system performance used once a year for application purposes | All programs and providers understand their performance continuously; performance metrics for system and its component parts used continuously for targeting improvement and inform decision-making |

Performance Measurement

Performance Data

Analysis of performance data tells us:

- Extent to which homelessness is rare, brief and non-recurring
- Where to target efforts to become more effective
- How to prioritize system and program resources
- How to achieve continuous improvement

Performance Analysis

Answers these questions:

- Is the local homeless system sized to house the homeless population you have?
- Does the speed of your system change match the urgency of the issue?
- Are dollars achieving highest and best impact?
- How is each project type performing?
- How is each project performing?

What to Measure?

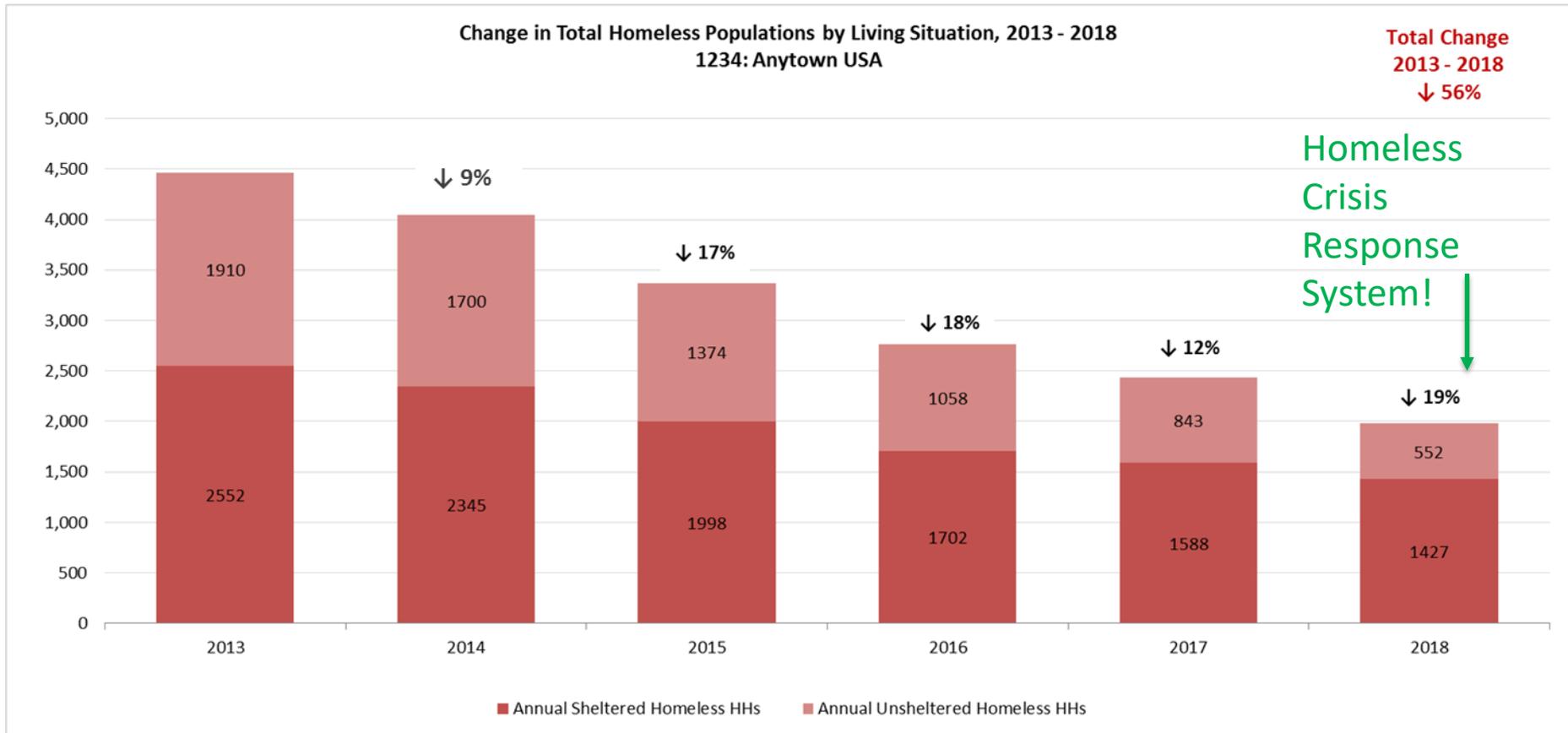
System-Wide Performance Measurement:

- Analyzes system and project performance measures
- Helps communities understand what they are accomplishing

Recommended Performance Measures

1. HMIS Data Quality
2. Bed/Unit Utilization
3. Entries from Homelessness
4. Length of Stay
5. Exits to Permanent Housing (PH)
6. Cost per Permanent Housing Exit
7. Returns to Homelessness

Ending Homelessness Graph



Next Steps

Community Engagement Meetings

- April 17: Community Kick-Off Meeting
- Follow-up webinar (targeting those not able to attend any in-person meetings) – date TBD
- Series of meetings with different stakeholder groups in May and June:
 - City staff
 - County staff (May 1)
 - Provider agencies (May 8)
 - Others TBD
- Continue work on system governance

Baseline Assessment

- Gathering and reviewing documents (April)
- Key informant informational interviews by phone (April and May)
- Site visits to key programs (May and June)
- Focus groups with people with lived experience of homelessness (May and June)

Project Oversight

- Regular meetings with County CAO Project team
- Convening of an Advisory Group to receive updates and provide input on progress of the TA work
- Composition of Advisory Group and meeting schedule TBD

Performance Measurement

- System performance measurement work will begin in July 2019
- Initial steps:
 - HMIS data request (to CoC/CTA)
 - Budget data request (to providers)

Q&A: Clarifying Questions?

Questions for Small Groups

1. What are the strengths of the current approach in terms of a coordinated, systemic response to homelessness (what is working well at a system level)?
2. What do you see as the main challenges or barriers to creating a more coordinated, strategic and systematic response to homelessness in the community?
3. Who must be involved if this process is to be successful?

Report Back, Wrap Up, Next Steps