

The NAEH SYSTEM Series

Building an Effective Homeless Response System

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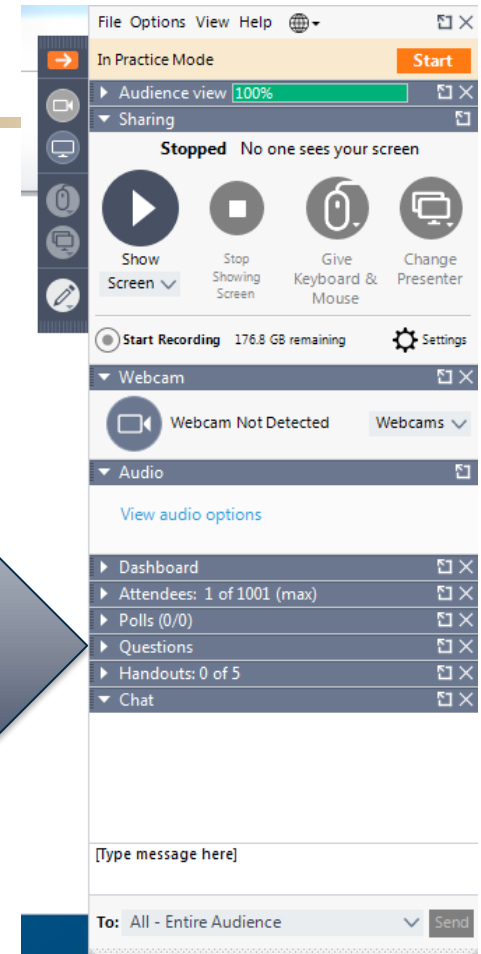
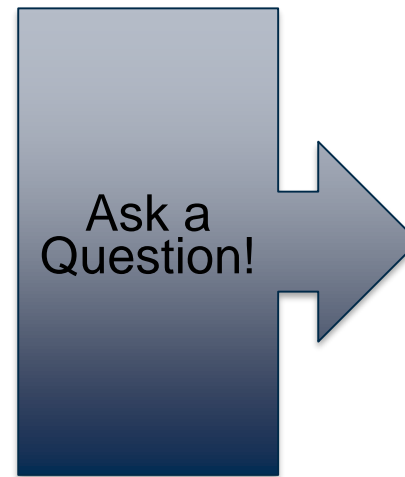
Center For Capacity Building

National Alliance to End Homelessness



Today's Webinar

- Please note that all lines are on mute.
- Please pose questions at any time in the Questions box. We will address questions in our next webinar.
- The webinar and slides will be posted following the presentation. Feel free to share with your staff and any other stakeholders.



Poll: Who Are You?

- ✓ CoC Grantee RRH and/or PSH Provider
- ✓ Emergency Shelter Provider
- ✓ CoC Board Member and/or Collaborative Applicant
- ✓ Funder
- ✓ Technical Assistance Provider
- ✓ HMIS Administrator
- ✓ Homeless System Leader



Today's Objectives

- Introduction to the Alliance's new SYSTEM Series
- Basic overview of the goals and characteristics of an effective homeless response system
- How your community should use a systemic approach to align efforts, programs, interventions, and funding in a way that has the greatest impact on reducing homelessness
- How to evaluate your community's investments and performance to plan for changes that are needed to get better outcomes
- Use preparation for the Continuum of Care Program NOFA to make needed changes to your system

Introduction to the SYSTEM Series

Strengthening
Your
System
To
Energize
Momentum



Introduction to the SYSTEM Series

The Alliance's **SYSTEM Series**
is designed to help communities more
effectively end and prevent
homelessness by building a stronger
local systemic response

Introduction to the SYSTEM Series

- Ending homelessness requires building a system that leverages programs and resources in the most efficient manner in order to house as many people as possible
- Making those system improvements is a strategic and sophisticated effort that requires long-term focus, commitment, and consistency throughout the year (not just during the CoC NOFA period)

Introduction to the SYSTEM Series

Through Webinars, blogs posts, fact sheets, and other resources, the SYSTEM Series provides tools that help communities:

- identify areas where they can make the most meaningful improvements to their systems
- continuously execute on those improvements for the greatest impact
- leverage those improvements to build a more competitive Continuum of Care NOFA application

SYSTEM Series: Why?

- ✓ You are working in communities with very challenging housing crises
- ✓ You are helping people in urgent crisis navigate the challenging housing market in your community that currently exists (not the one we wish we had) and need help improving outcomes
- ✓ You want to strengthen your homeless response systems
- ✓ Understanding what makes a system effective could help you identify your community's strengths



WHAT IS AN EFFECTIVE HOMELESS RESPONSE SYSTEM?



Effective Homeless Response System: Goal

House people as quickly as possible
and

divert people from imminent
homelessness whenever possible



Effective Homeless Response System: Approach

Use a systemic approach

to align interventions and resources
across programs in a coordinated way
around this common goal



Effective Homeless Response System: Endgame

- People in a housing crisis have access to immediate help, including a safe place to go
- People are not unsheltered
- People do not spend long periods of time homeless
- People exiting homelessness do not quickly cycle back into homelessness

Homelessness is rare, brief, and one-time

Effective Homeless Response System: Performance

- Reduce in-flow into homelessness
- Increase exits to permanent housing
- Decrease average length of homelessness
- Decrease returns to homelessness

Effective Homeless Response System: Increase System Flow

System Flow:

An efficient and coordinated process that moves people from homelessness to housing as quickly as possible



Poor System Flow: When Your System is Stuck

- Unchanging or increasing number of unsheltered people
- Waitlists for shelter
- Long lengths of stay in shelter (more than 30 days)
- High percentage of exits from shelters to homelessness
- Average length of homelessness is not decreasing
- In-flow into homelessness is steady or increasing
- Long waitlists for RRH and PSH (long CES wait list)
- Significant amount of people aren't getting any kind of assistance

Elements of an Effective Homeless Response System With Good System Flow

- **Housing First** approach across all interventions within the system
- **Diversion** from imminent homeless system when safe and appropriate
- **Rapid identification and engagement of people** experiencing unsheltered homelessness to connect them to crisis services and housing assistance
- **Quick, accessible, low-barrier pathways to shelter** and other crisis services with **short stays** in shelter
- **Rapid connection to permanent housing** for all sheltered and unsheltered people, *whether or not* they are matched to a housing resource through coordinated entry

Poll: Does your community have the elements of an effective system?

- ✓ Yes!
- ✓ We are getting there slowly but surely.
- ✓ I have no idea.
- ✓ Not even close!
- ✓ What's a system again?



HOW TO BUILD A BETTER SYSTEM: IMPROVING SYSTEM FLOW AND PERFORMANCE



Building a Better System



Building a Better System

- 1) **Align** all activities and interventions of your system around the common goal to quickly get people into permanent housing and help them stay there
 - Define the role and evaluate the performance of various interventions in reaching this goal including:
 - Outreach,
 - ES/TH/Temporary Housing,
 - TH-RRH,
 - RRH,
 - PSH,
 - Shallow Subsidies,
 - Other Permanent Housing Subsidies

Building a Better System

- 2) **Fund** the activities and interventions that are **effective** in reaching this goal
- High-performing programs
 - Coordinated Entry
 - Dynamic System Management
 - Capacity Building
 - Evaluation
 - Data Reporting and Analysis

Building a Better System

- 3) **Develop** strategic resource collaboration and coordination across all types of providers of homeless, housing, and human services to improve outcomes and **fill gaps**

Define Roles

- What is the **role and function** of each part of the system?
 - What is the purpose of each intervention?
 - Who is each intervention for/who does it serve?
 - How does each intervention further your system's goal to house people quickly and divert people from homelessness?

Poll: What is the role of your program in improving system flow and performance?

- Reducing in-flow into homelessness
- Increasing exits to permanent housing
- Decreasing average length of homelessness
- Decreasing returns to homelessness
- Some/all of the above
- None of the above

Role of Emergency Shelter

What role does it play in achieving the goal?

- Ensures individuals and households experiencing homelessness have a safe, decent place to stay that is immediately accessible while focusing on exiting people to housing
- Provides housing support within shelter or connections to rapid re-housing and other housing resources for quick exits to housing.
- Impacts performance of the homeless system:
 - Average length of homelessness
 - Exits to permanent housing
 - Returns to homelessness

Role of Permanent Supportive Housing

What role does it play in achieving the goal?

- Provides a permanent housing subsidy and intensive supports for people with the greatest needs
- Decreases returns to homelessness
- Provides a housing solution for people who have the most challenges sustaining housing

Role of Rapid Re-housing

What role does it play in achieving the goal?

- Creates system flow by moving people from the streets and shelter into permanent housing quickly
- Shortens the length of time people spend homeless
- Decreases returns to homelessness

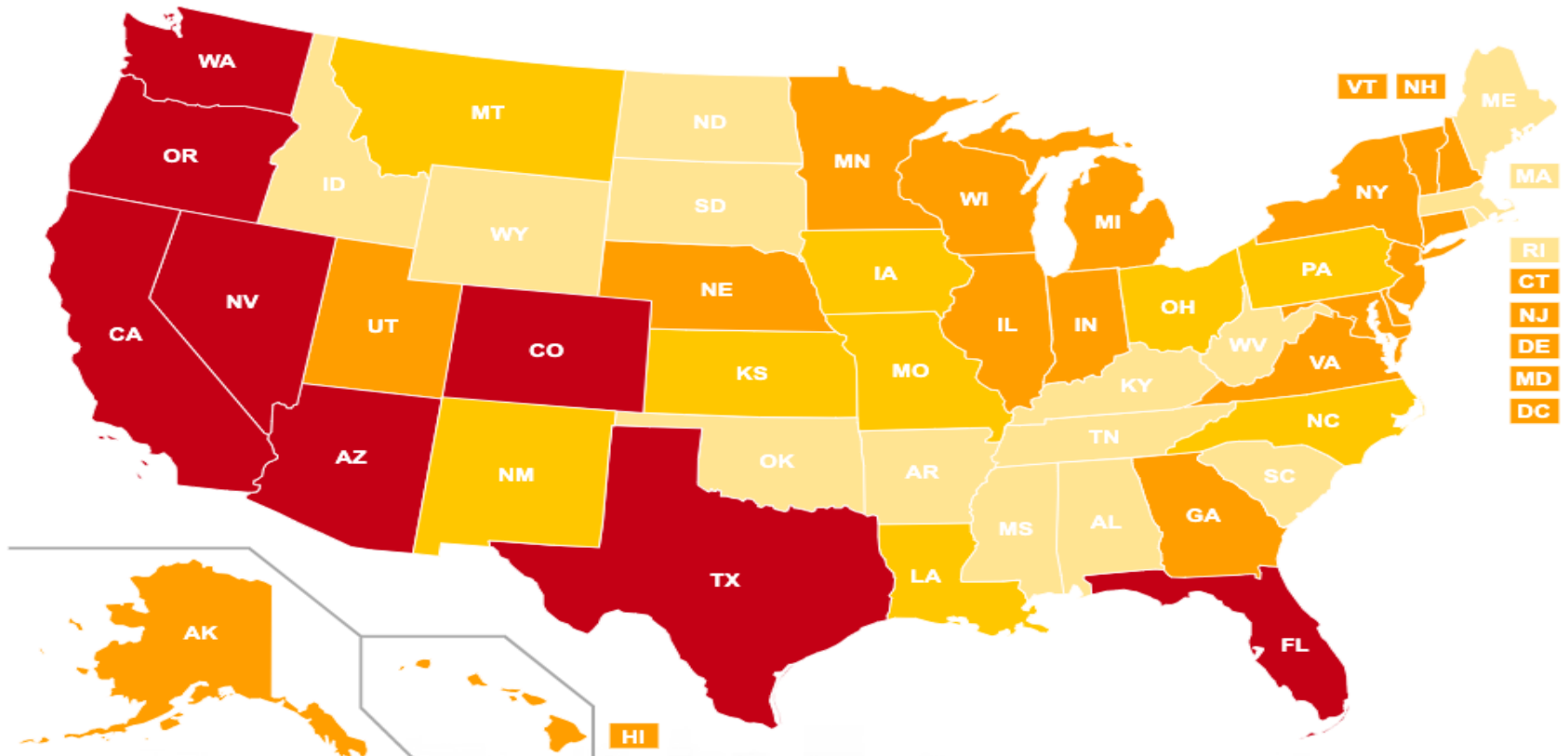
HOW TO INVEST AND REALLOCATE RESOURCES TO GET BETTER OUTCOMES



No State Has an Adequate Supply of Affordable Rental Housing for the Lowest Income Renters

Affordable and Available Rental Homes per 100 Extremely Low Income Renter Households

● 30 or fewer ● 31 to 40 ● 41 to 45 ● 46 or greater



National Low Income Housing Coalition <https://reports.nlihc.org/gap>

How to Invest Resources to Get Better Outcomes: Considerations

- How is your local system performing?
- How are programs performing in relation to the system's goals?
- What does your data tell you about gaps in resources and where should you make investments?
- What specific problems do you want your dollars solve?
- What are the most effective ways to achieve that goal (*it may not be what you think!*)
- What are the consequences *across the system* of one agency's funding decision?

Example:

If the problem you wanted to address is unsheltered homelessness...

What would be the impact of the following investments on system flow?

- Adding System-wide Diversion
- Adding Emergency Shelter Beds
- Adding Rapid Re-housing (RRH)
- Adding Transitional Housing-RRH (Joint Component)
- Adding Permanent Supportive Housing

What would be the *systemwide and lasting* impacts of that investment?

What are the consequences of that investment across the system?

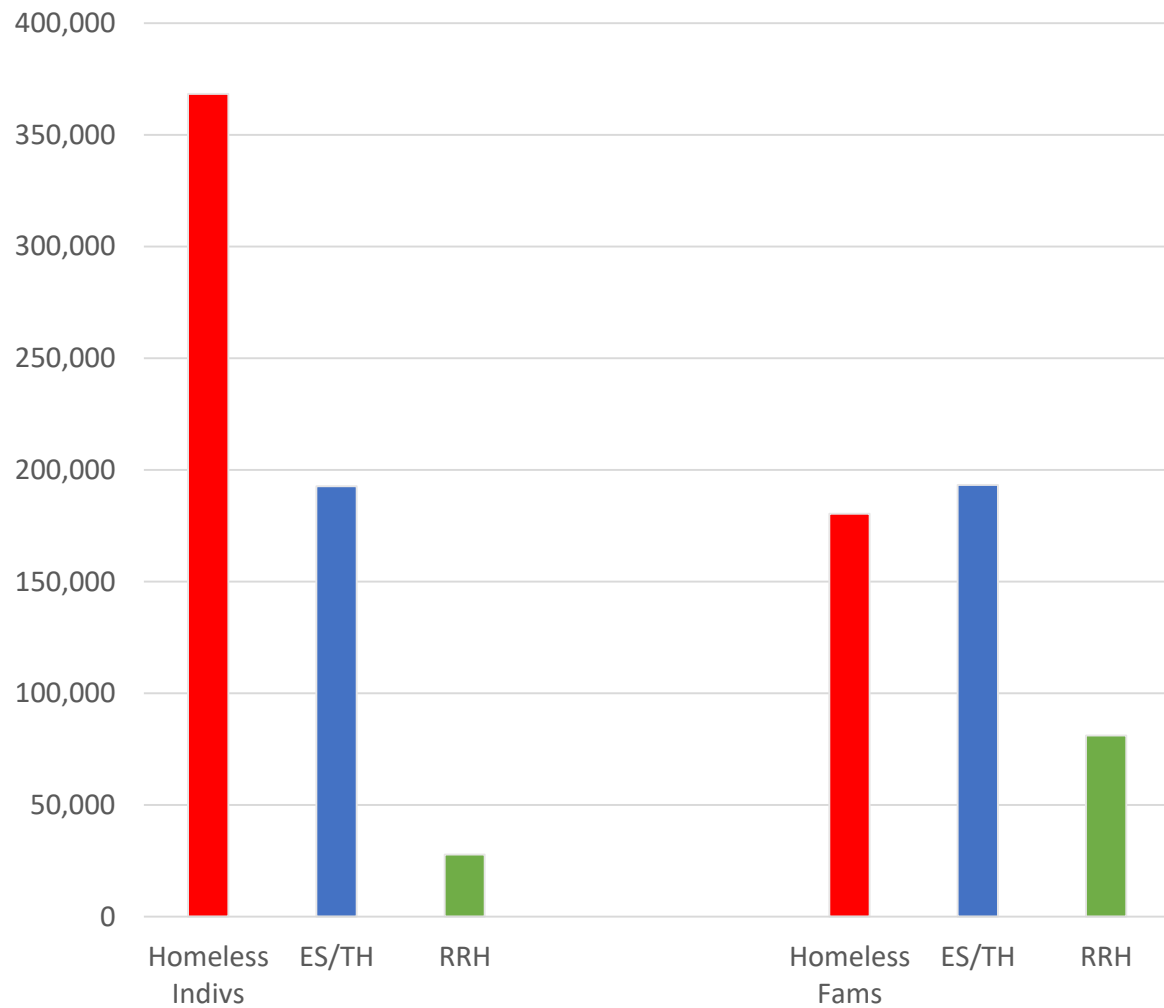
- **Expanding diversion** frees up shelter capacity
- **Expanding shelter** results in more sheltered people
 - **BUT, WITHOUT** investments in housing exit strategies there will be no overall reduction in homelessness
- **Expanding RRH** expedites outflow from shelter and reduces strain on shelter capacity
 - Needs strong housing identification and housing stabilization
- **Expanding TH-RRH** adds temporary housing capacity and housing exit strategy
- **Expanding PSH** reduces portion of chronic population “stuck” in homelessness
 - There may be no discernable impact in later years without investments in addressing inflow into homelessness

Right-sizing Your System

Consider how your current resources are being utilized...

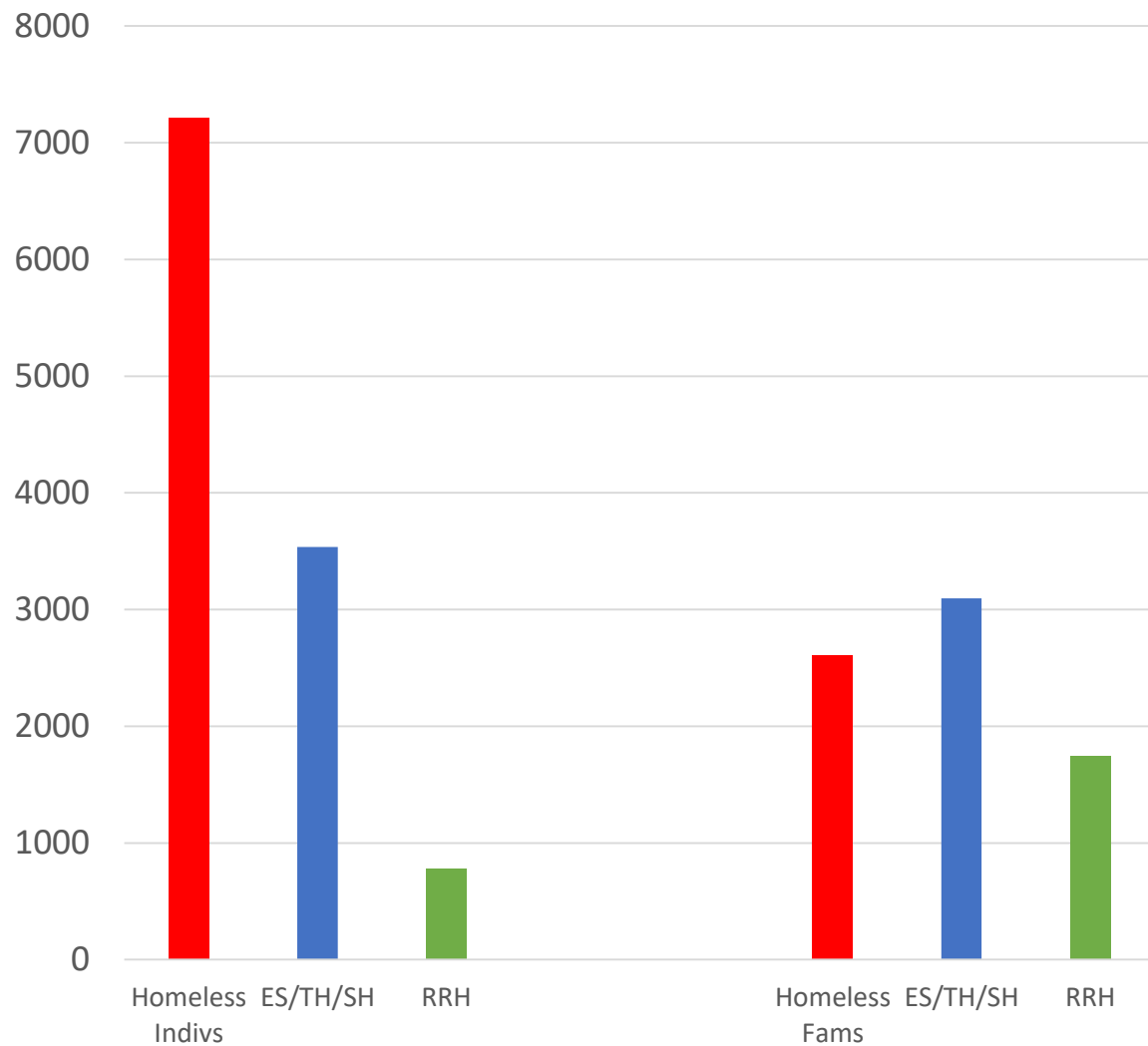
United States Temporary Housing Capacity vs. RRH Capacity

2018 PIT



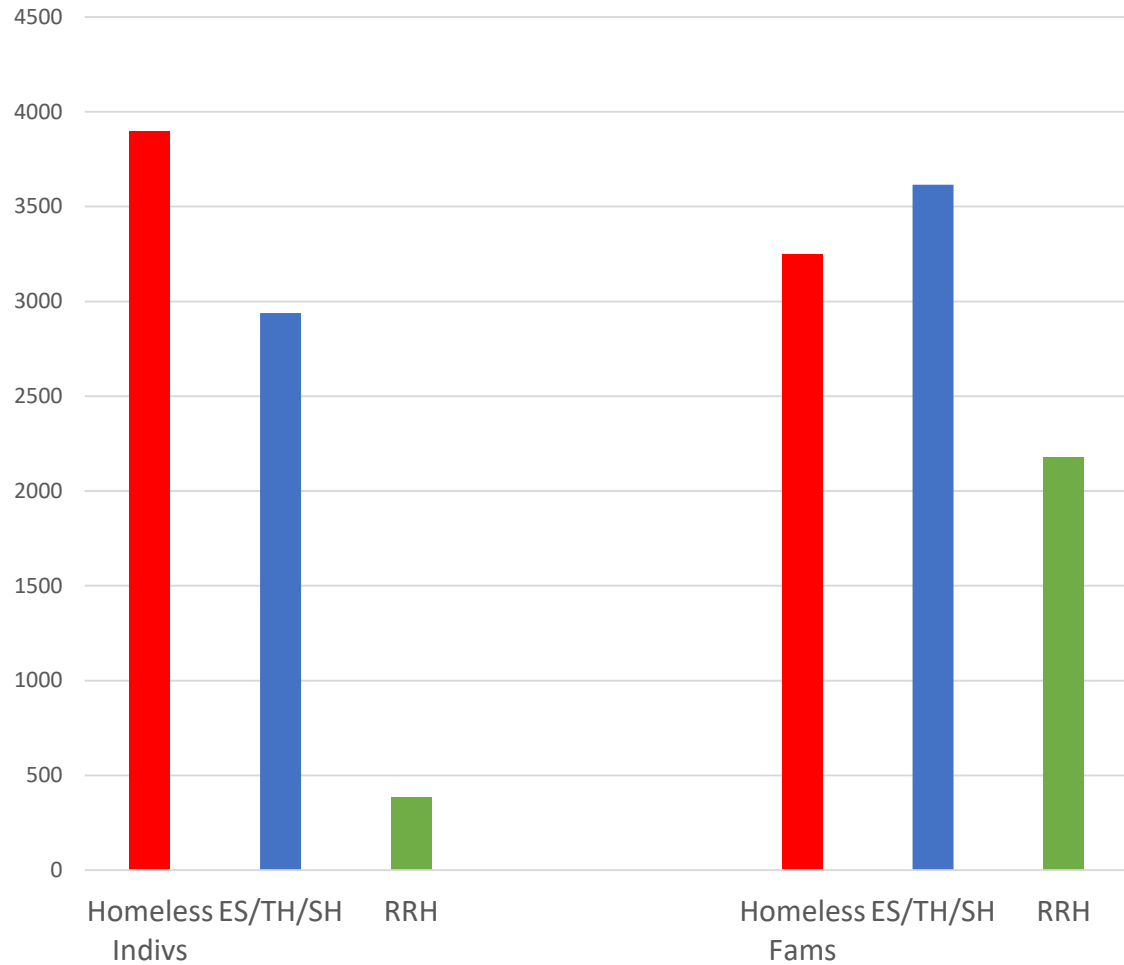
Arizona Temporary Housing Capacity vs. RRH Capacity

2018 PIT



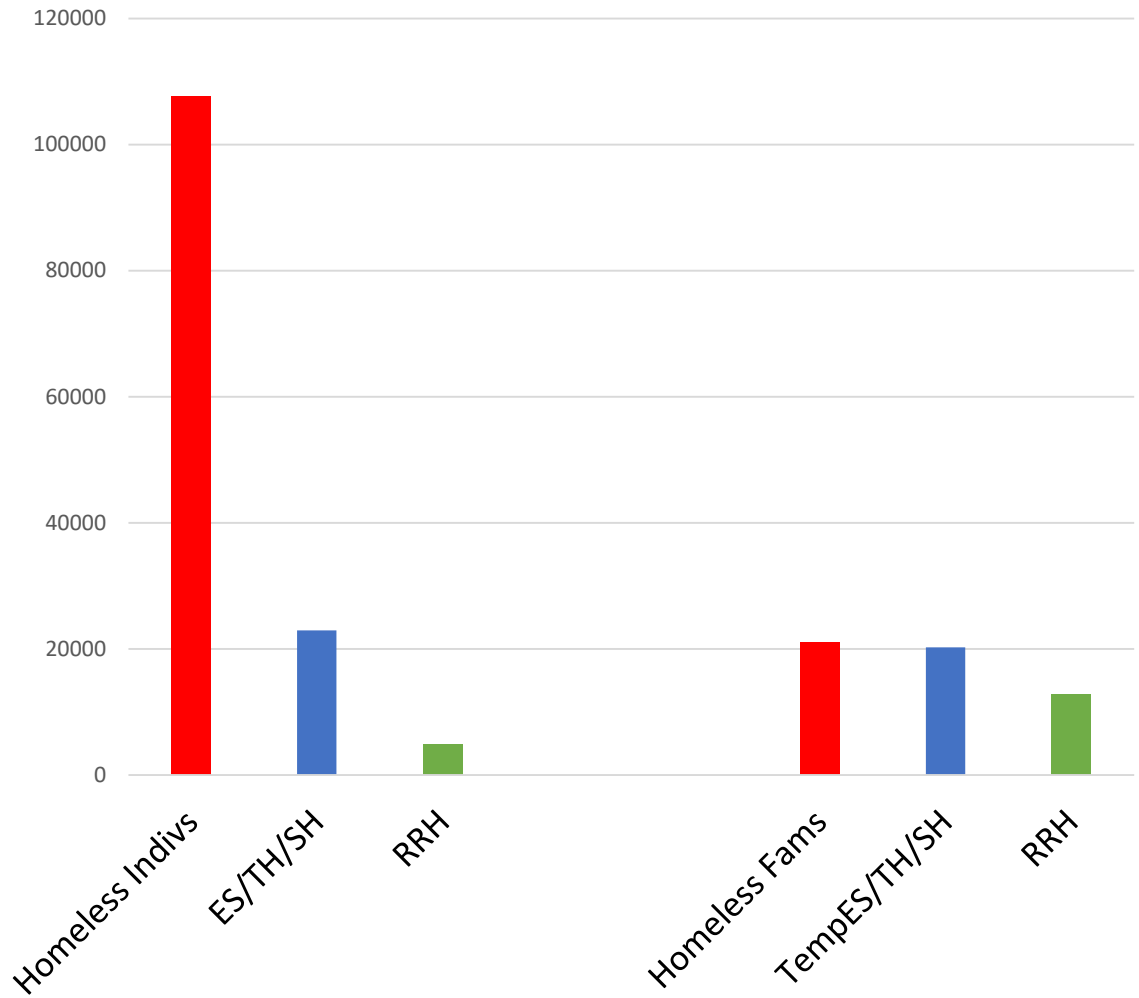
Minnesota Temporary Housing Capacity vs. RRH Capacity

2018 PIT



California Temporary Housing Capacity vs. RRH Capacity

2018 PIT



Consider How Current Resources Are Being Utilized ...

Family Homelessness Progress 2013-2018

Point-in-Time Data, 2013-2018

Click the dropdown to find your state.

CA

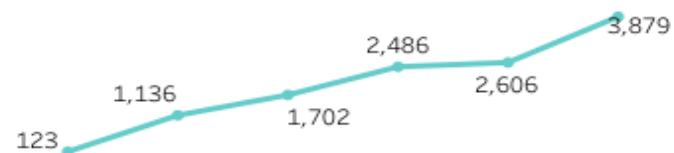
Housing Capacity



Homeless Families Trend



RRH Units Increase



% Change in Homeless Families Since 2013

-19%

Temporary Housing Capacity Relative to Homeless Population

93%

% of Unsheltered Families in 2018

20%

Rapid Rehousing Capacity Relative to Homeless Population

58%

Consider How Current Resources Are Being Utilized ...

CoC Housing Capacity



Temporary Housing Capacity Relative to Homeless Population

73%

Percentage of Unsheltered Families at Point-in-Time Count

32%

RRH Housing Capacity Relative to Homeless Population

3%

Consider How Current Resources Are Being Utilized ...

CoC Housing Capacity



Temporary Housing Capacity Relative to Homeless Population

110%

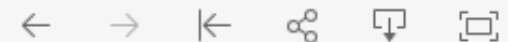
Percentage of Unsheltered Families at Point-in-Time Count

14%

RRH Housing Capacity Relative to Homeless Population

19%

tableau



Consider How Current Resources Are Being Utilized ...

CoC Housing Capacity



Temporary Housing Capacity Relative to Homeless Population

146%

Percentage of Unsheltered Families at Point-in-Time Count

14%

RRH Housing Capacity Relative to Homeless Population

80%

Consider How Current Resources Are Being Utilized ...

- If you make investments without considering how it impacts the system...



PREPARING FOR THE NOFA



Preparation for the NOFA: Checklist

- Building a better system is a great way to prepare for the CoC NOFA and should also happen year-round, not just when the NOFA drops.
- While the 2019 CoC NOFA has not been released, there are several things Continuum's of Care can be doing now. Use this checklist to help your CoC prepare!

What Do You Need Help With?

What guidance do you need to strengthen your system?



Contact

TheCenter@naeh.org

<https://endhomelessness.org>