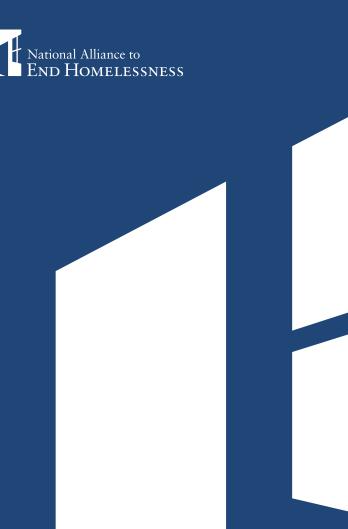National Alliance to
End Homelessness

Building an Effective Homeless Response System: Getting Ready for the 2022 CoC NOFO
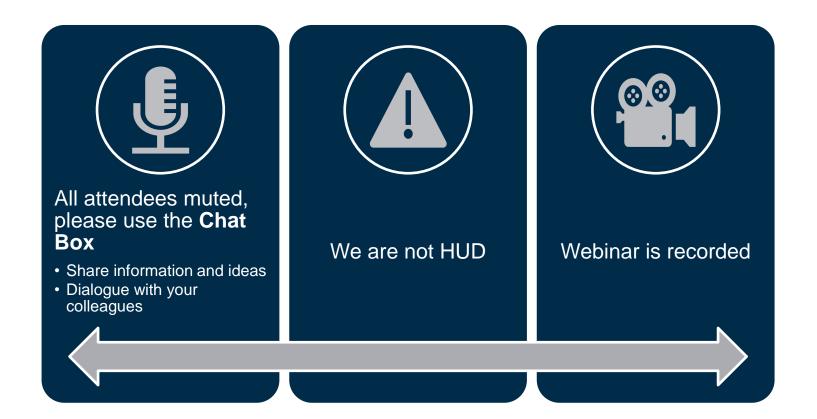
May 19, 2022

WELCOME & INTRODUCTIONS

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Housekeeping Notes

All attendees muted, please use the **Chat Box**

- Share information and ideas
- Dialogue with your colleagues

We are not HUD

Webinar is recorded

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
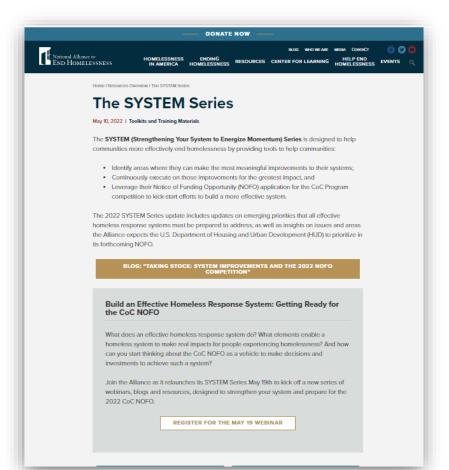- ✓ Person with Lived Expertise

Today's Objectives

- Basic overview of the goals and characteristics of an effective, efficient and equitable homeless response system

- How your community should use an equitable systemic approach and strategic partnerships 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

- Ways to use the 2022 Continuum of Care Program NOFO as a vehicle to build a more effective system

The Alliance SYSTEM Series

SYSTEM Series: Why?

- ✓ You are working in communities with very challenging housing crises coupled with the pandemic
- ✓ You are helping people in urgent crisis navigate the current challenging housing market (not the one we wish we had) and are looking for ideas to improve outcomes
- ✓ You want to strengthen your homeless response system
- ✓ Your want to understand what makes a system effective, efficient and equitable and identify your community's strengths and gaps as well as how to utilize scarce resources

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WHAT IS A HOMELESS RESPONSE SYSTEM THAT IS EFFECTIVE, EFFICIENT AND EQUITABLE?

Goal of a Homeless Response System that is Effective, Efficient, and Equitable:

House people as quickly as possible

Divert people from imminent homelessness whenever possible

Homeless Response System:
APPROACH

Use an equitable systemic approach to align interventions and resources across programs in a coordinated way around this common goal

Homeless Response System: **ENDGAME**

Homelessness is rare, brief, and one-time

- 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 exit homelessness quickly and do not quickly cycle back into homelessness

Homeless Response System: ENDGAME

Establish systemic performance measures

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

Homeless Response System: PRACTICE

Practice Standards Across all Programs

- **Equity as the Foundation** to ensure that the homeless response system is a system where **all** who are served have a safe, stable home.

- **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

Homeless Response System: PRACTICE

Practice Standards Across all Programs

- **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

Homeless Response System that is Effective, Efficient, and Equitable 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

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:
REALLOCATE AND INVEST RESOURCES TO CREATE FLOW AND GET BETTER OUTCOMES

Right-Sizing Your System
Invest Resources to Get Better Outcomes

- **Align all resources** to improve system outcomes
    - NOFO is one piece of this funding alignment
- **Reallocate** to improve system flow and outcomes
- **Build Capacity** (Intentionally)
    - Use your Data
    - What does the HIC tell you

Right-Sizing Your System
Invest Resources to Get Better Outcomes

- 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 to 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?

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

What are the possible results 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

Consider How Current Resources Are Being Utilized …

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

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PREPARING FOR THE NOFO

Preparation
Learn From the Past and Prepare for the Future

Review the 2021 CoC Application
and your score debrief

- ❑ Make a list of activities that the CoC stated it would accomplish and collect data/information from stakeholders on progress towards stated goals.

- ❑ Identify areas where you didn't achieve the maximum number of points in the 2021 application.

- ❑ Prioritize and plan to address these areas

Preparation
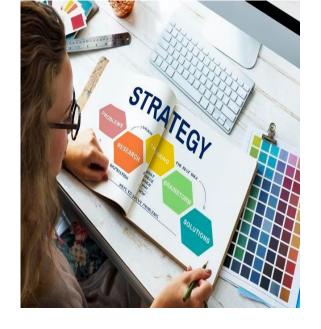## Learn From the Past and Prepare for the Future

Develop a Plan

- ❑ Meet with local providers to prepare them for any plans and/or changes.

- ❑ Update your Review and Ranking Tool (based on scoring and HUD priorities) and establish your Review & Ranking Committee and explain the tool to prepare them for their responsibility.

  - ❑ Ensure the committee is a diverse group that represents your community including persons with lived expertise.

- ❑ Ensure that your request for proposals is aligned not only with HUD priorities but are aligned with specific needs for your community.

- ❑ Be purposeful and specific in request for proposal (for both reallocated and new projects)

  - ❑ Ensure that you provide guidance on addressing racial disparities

Just because it's an eligible activity doesn't mean it's a priority for your community

Preparation
Learn From the Past and Prepare for the Future

Begin Reviewing Renewal Projects and Consider Reallocation

Which projects…

- ❑ Are there projects that are underutilized or under performing?

- ❑ Have significant impact on improving system measures?

- ❑ Align with furthering work on decreasing racial disparity?

- ❑ Underspent or are not at capacity?

- ❑ Don't meet performance benchmarks or improve system outcomes?

What are the costs per permanent housing exit for each project?

BE STRATEGIC: START WITH THE END IN MIND IN CHOOSING NEW OR REALLOCATED PROJECTS

Be Strategic - Start with the END in Mind
Values and Strategic Goals to Guide You

1. Reduce the number of people experiencing literal homeless with a focus on unsheltered homelessness.

2. Create solid partnerships between CoCs, PHAs, Housing Providers, Health Care Providers, including Mental Health Providers (Medicaid)

3. Reduce racial disproportionality and disparities.

4. Help people with the highest needs.

5. Act with urgency, and with care

Source: Kingsnorth Church Of England Primary School

Be Strategic - Start with the END in Mind

- Review your PIT and HIC
  - Where are there gaps?
  - What projects do you need to fill those gaps

- Review your system performance measures over the past several years.
  - Are there any trends
  - Have funded project had an impact on those trends
  - What specific project types do you need to improve trends (ex. More RRH to decrease LOS and increase moves to PH)

Use Objective Criteria to Review & Rank Projects

❑ Does the project address your strategic goals and priorities?

❑ Will the project support improvement in more than one system performance measure?

❑ Do PH projects leverage non- CoC funded partners and housing subsidies?

❑ Do projects leverage healthcare and other mainstream resources for participants?

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System Flow:

An efficient, coordinated and equitable process that moves people from homelessness to housing as quickly as possible.
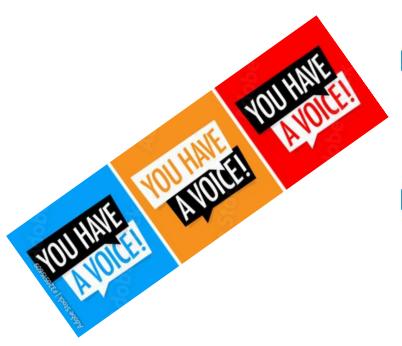
DON'T DO THIS ALONE

Build Community to End Homelessness

Build Community
Elevate People with Lived Expertise

❑ How are you partnering with persons with lived expertise in the local planning process?

❑ Do you have lived expertise partners that review and recommend revisions to local homeless policies?

❑ How are people with lived expertise included in **decision-making processes** including the development of the local competition rating factors?

Build Community:
Partner to Promote Racial Equity

❑ What stakeholders are you partnering with in the community to build equity in your Continuum?

❑ Are you proactively engaging "non-traditional" partners that can add diversity and improve racial equity?

❑ What does your Governance Board reflect? What new partners should you be bringing to the table?

Build Community
Partner with Housing, Healthcare, and Other Stakeholders

❑ What written commitments do you have from health care organizations and public housing authorities to partner with the CoC in addressing homelessness?

❑ What supportive services does the CoC fund that could be paid for by Medicaid or provided by another partner?

❑ What steps can you take to build on your existing partnership (EHV) with your PHA's to expand housing options?

Remember! **Don't do this alone.** Build community!

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Summing it Up…

Prepare, Be Strategic, Build Community…
Because that is how to end homelessness

- Don't do it because you might score better on the NOFO (that's the icing on the cake)…

- Do it because it matters and it's the right thing to do (you need the right ingredients to make your cake before you add the icing)!!!!

- Build a homeless response system that is effective, efficient and equitable!!!!!

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Contact

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