



## ***Opening Doors and Community Plans***

National Alliance to End Homelessness Conference

July 17, 2012, 1:00 – 2:30 pm



# Presenters

- Matthew Doherty, Regional Coordinator, USICH
- Michael DeVos, Regional Coordinator, USICH
- Bill Block, Project Director, Committee to End Homelessness in King County
- Alicia Woodsby, Deputy Executive Director, Partnership for Strong Communities



# Overview of Session

- Welcome and Introductions
- *Opening Doors* and the *Opening Doors Across America Campaign*
- Committee to End Homelessness in King County's Plan and Discussion
- Opening Doors – Connecticut Plan and Discussion
- Participating in the *Opening Doors Campaign* and Becoming an *Opening Doors Community*
- Q&A and Additional Discussion



# Who's in the Room?

## ***Please raise your hand if:***

- ✓ Your community's 10-Year Plan is 3 years old or older and is unchanged?
- ✓ Your community's 10-Year Plan has recently been revised?
- ✓ Your community's 10-Year Plan is currently being revised?
- ✓ You have no idea what the status of your community's 10-Year Plan is?



# Mission of USICH

To coordinate the Federal response to homelessness and to create a national partnership at every level of government and with the private sector to reduce and end homelessness in the nation while maximizing the effectiveness of the Federal Government in contributing to the end of homelessness.



## Opening Doors' Vision

- ✓ No one should experience homelessness
- ✓ No one should be without a safe, stable place to call home



# Opening Doors' Four Goals

1. Finish the job of ending chronic homelessness by 2015
2. Prevent and end homelessness among Veterans by 2015
3. Prevent and end homelessness for families, youth, and children by 2020
4. Set a path to ending all types of homelessness



# Opening Doors' Five Themes

1. Increase leadership, collaboration, and civic engagement
2. Increase access to stable and affordable housing
3. Increase economic security
4. Improve health and stability
5. Retool the homeless crisis response system



# Opening Doors Across America: Call to Action



OPENING DOORS  
**ACROSS  
AMERICA**  
*a USICH Call to Action*

**JOIN THE CAMPAIGN**



# Opening Doors Across America: Call to Action

States and communities are encouraged to:

1. Align your community plan with Opening Doors
2. Set targets and measure results
3. Act Strategically
4. Partner in the national efforts to end homelessness

# Aligning with Opening Doors

*A Joint Federal-Local Plan to End Veterans Homelessness*

**Bill Block**

*Project Director, Committee to End Homelessness*



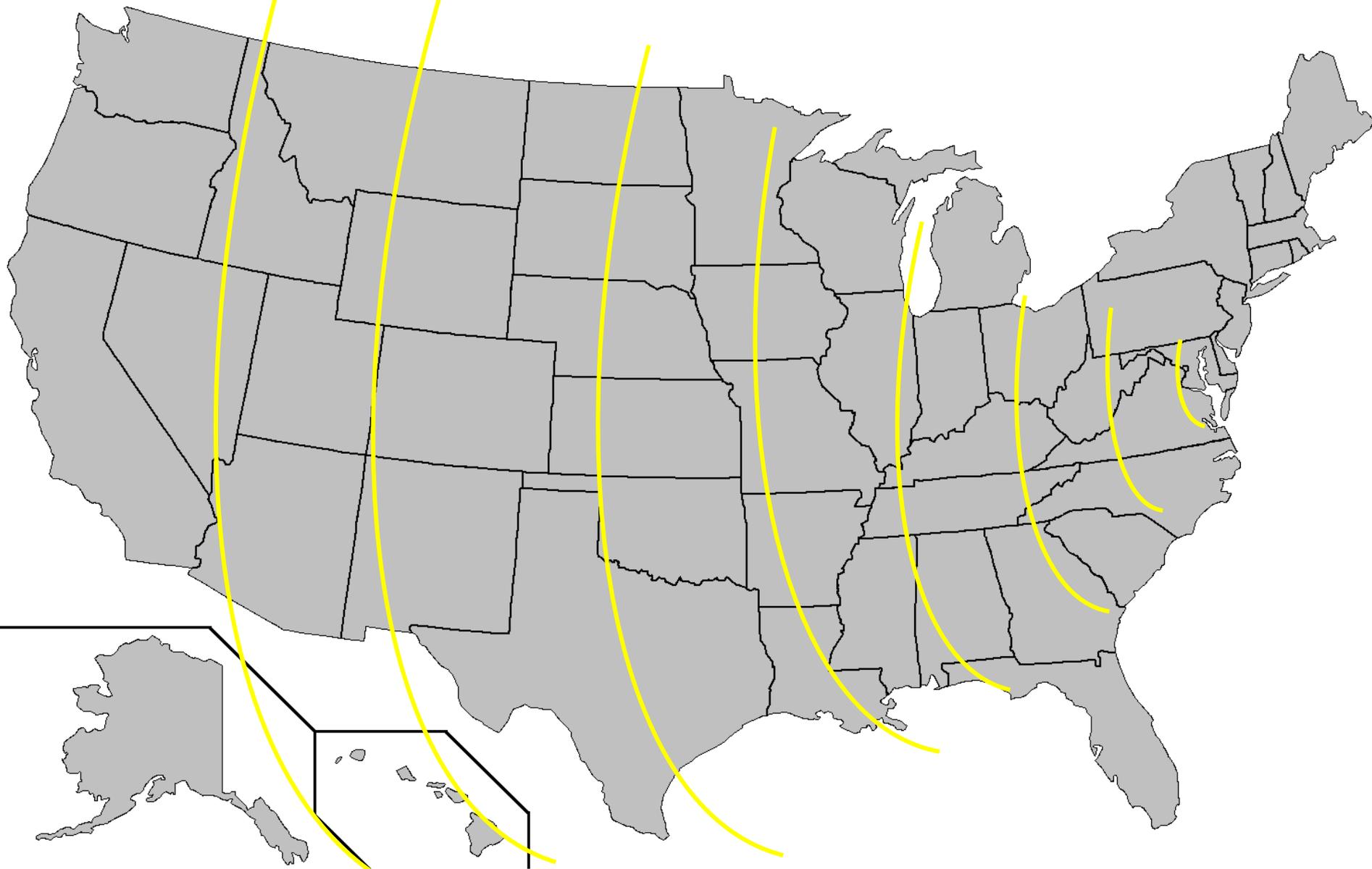
COMMITTEE TO  
END HOMELESSNESS  
KING COUNTY





Collaboration and alignment can create a steady flow of progress.





A close-up photograph of water splashing over dark, wet rocks. The water is captured in mid-air, creating a dynamic and energetic scene with many small droplets and bubbles. The background is dark, making the white and blue of the splashing water stand out.

Fullness of Funders

Plethora of Providers

Aggressive Ambitions

Travesty of Timing

Anarchy of Applications

# Creating Local Collaboration



*Funders Group of the Committee to End Homelessness*

Started voluntary, inclusive, opportunistic

Facilitated by a boundary spanner



A Joint NOFA for Multiple Resources  
*Local Governments/Philanthropic Entities/Housing Authorities*

# FUNDING COORDINATION

Seattle/King County, Washington



City of Seattle



King County



United Way of King County



A Regional Coalition for Housing



VA Puget Sound



**Washington Families Fund**  
A Public-Private Partnership

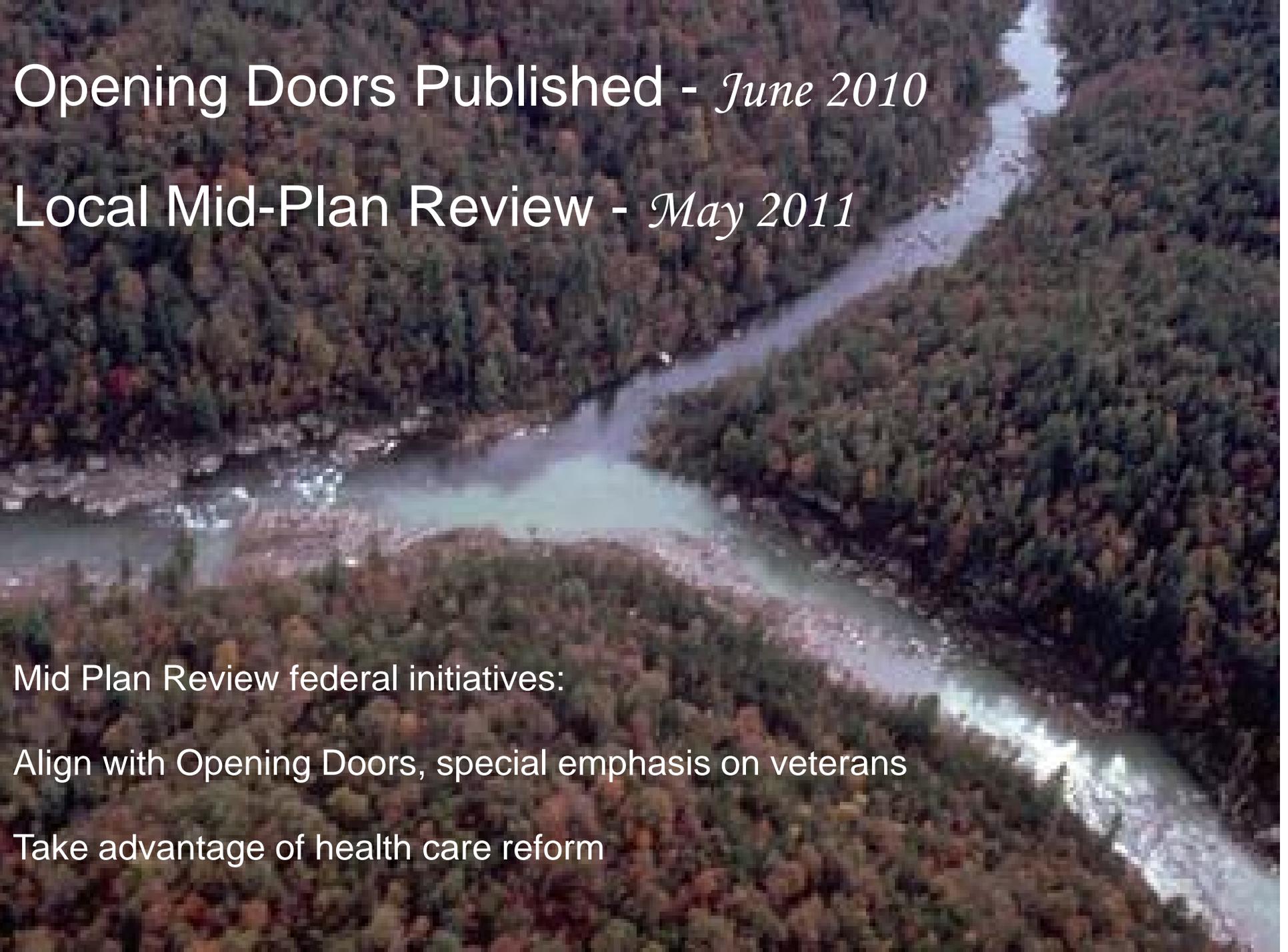


COMMITTEE TO  
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KING COUNTY

The background of the slide is a close-up, slightly blurred image of the American flag, showing the stars and stripes in detail. The flag is waving, creating a sense of movement. The colors are vibrant, with a deep blue for the canton and bright red and white for the stripes.

# New Veterans-Focused Local Resources

*Veterans and Human Services Levy*

An aerial photograph of a river winding through a dense forest. The trees are in various shades of green, yellow, and orange, indicating autumn. The river is a light blue-grey color, contrasting with the darker forest. The text is overlaid on the top left of the image.

Opening Doors Published - *June 2010*

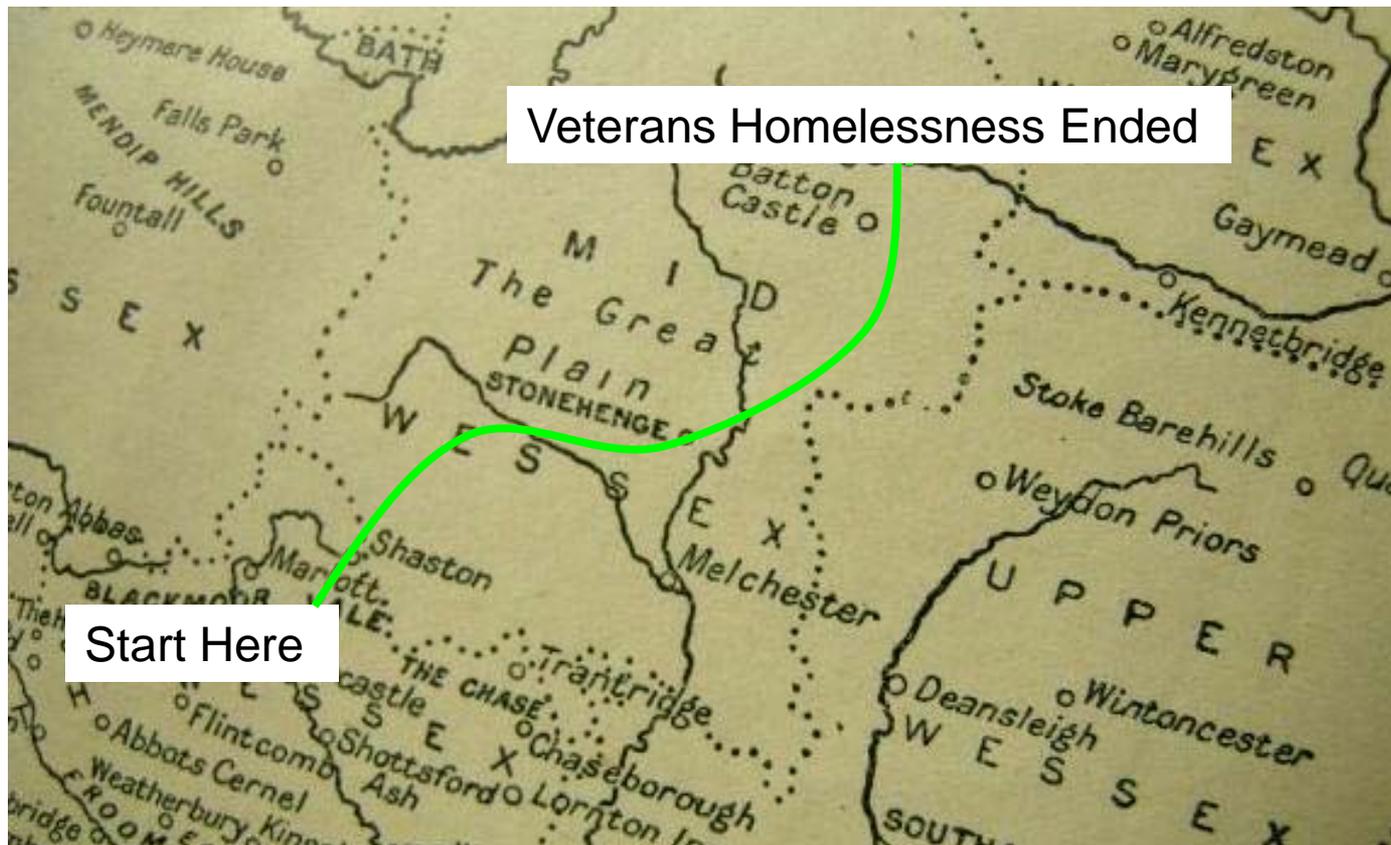
Local Mid-Plan Review - *May 2011*

Mid Plan Review federal initiatives:

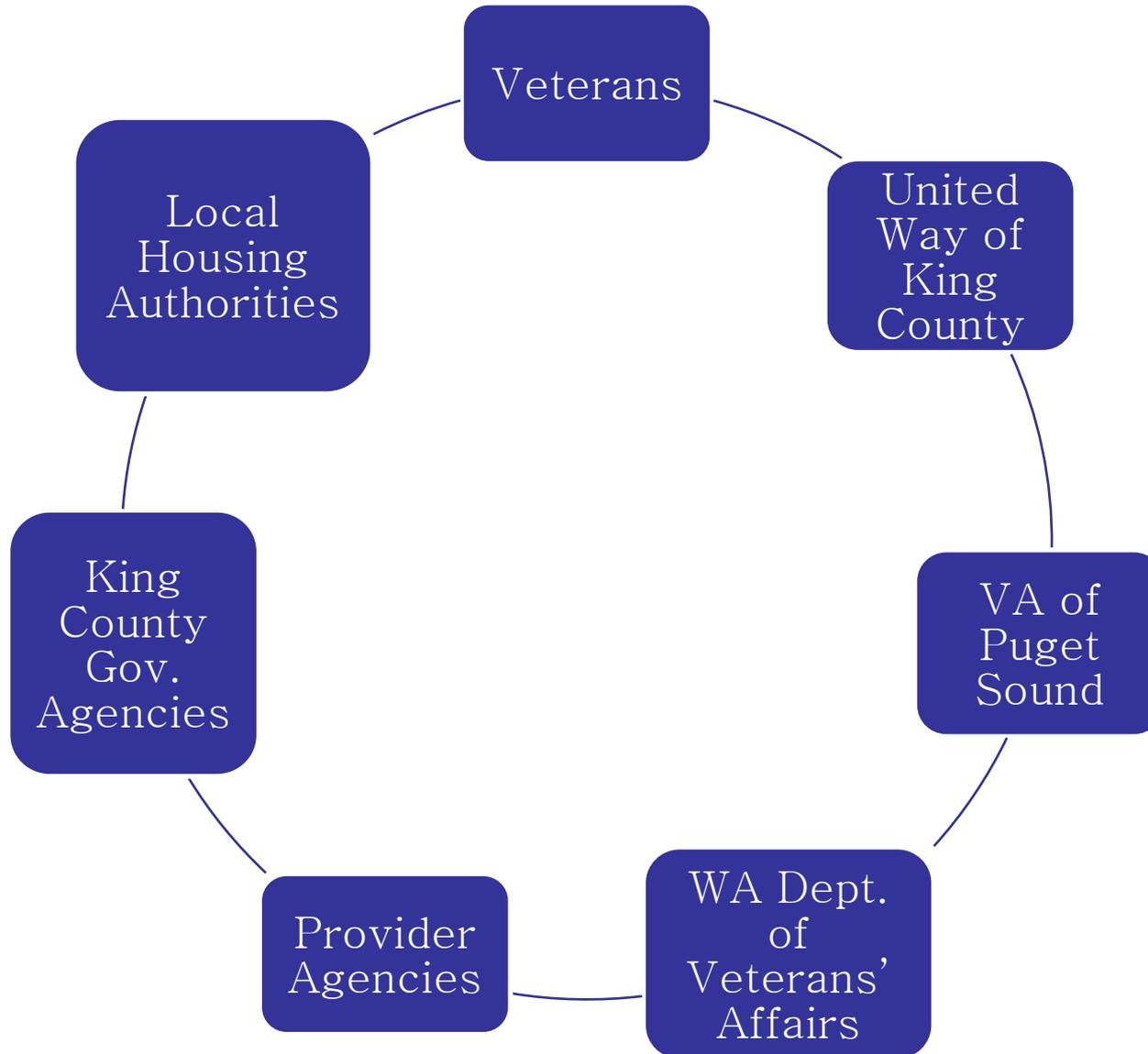
Align with Opening Doors, special emphasis on veterans

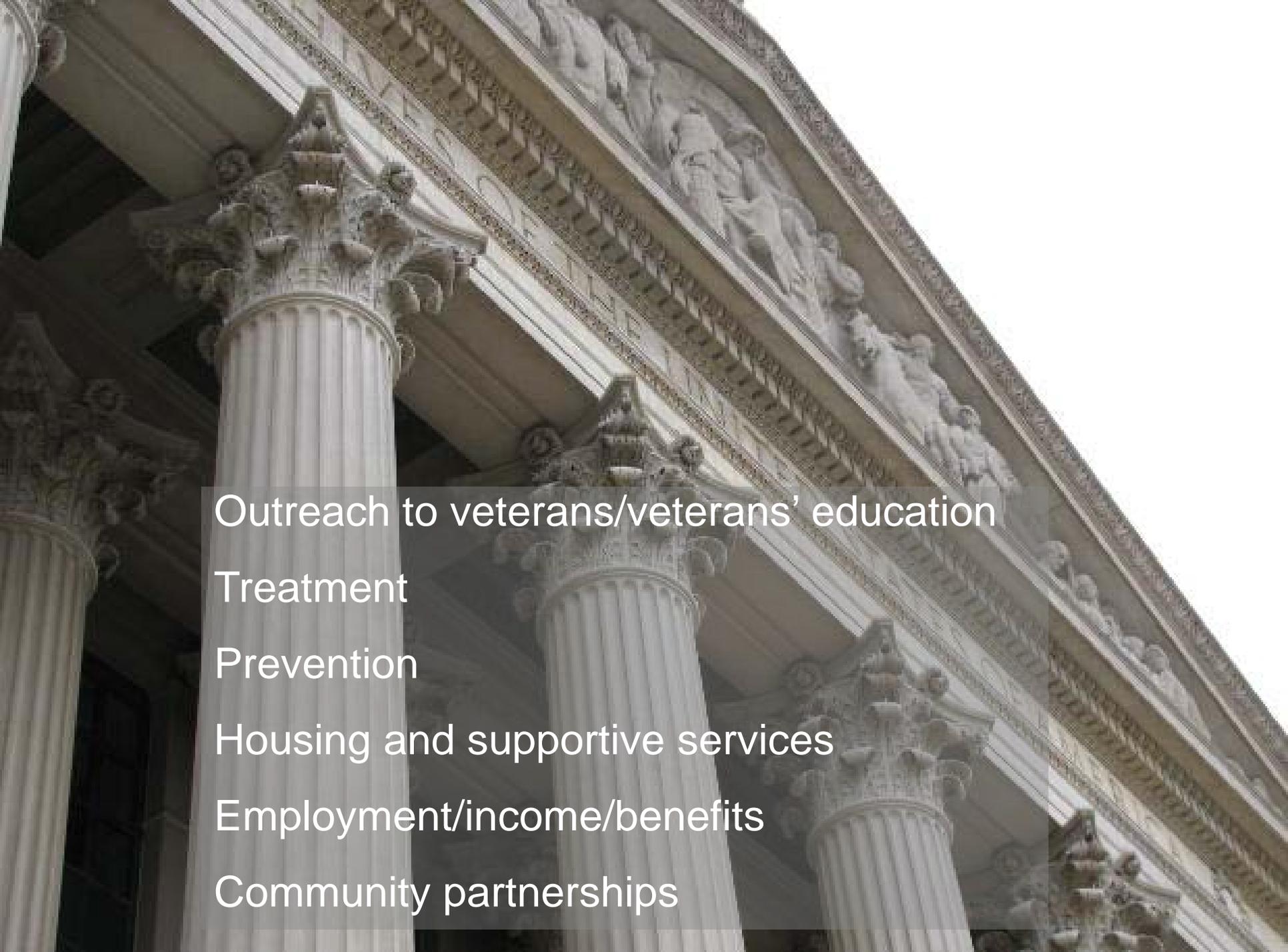
Take advantage of health care reform

# The Five Year Plan to End Veterans Homelessness in King County



# BROAD PARTNERSHIPS





Outreach to veterans/veterans' education

Treatment

Prevention

Housing and supportive services

Employment/income/benefits

Community partnerships

# Strategy 1

1,650 units



# Strategy 2



# Strategy 3



# Strategy 4



## **United States Interagency Council on Homelessness**

*Preventing and Ending Homelessness in the United States*

**Federal Strategic Plan to Prevent and End Homelessness**

*What We Learned*



# COORDINATION FOR VETERANS

*VASH*

*Joint NOFA*

*SSVF*

*Cross-Referrals*

**Funded 815 units for veterans**





**COMMITTEE TO  
END HOMELESSNESS  
KING COUNTY**



# Discussion Questions

- Is there a “boundary spanner” in your community, and how has that role helped advance your efforts?
- If there is currently no “boundary spanner” can you identify one, or how can that role’s functions be played in your community?

# OPENING DOORS - CONNECTICUT

Development of a framework to prevent  
and end homelessness in Connecticut

June 2012

**What's our starting point?**

At any one time, over **4,200** people in Connecticut are homeless. Close to 800 of them are children.

Three times as many people experience homelessness over the course of the year. **13,960** people in Connecticut had at least one episode of homelessness in 2011.

National Alliance to End Homelessness estimates that in the next three years homelessness in the United States could increase by 5 percent if additional intervention does not occur.

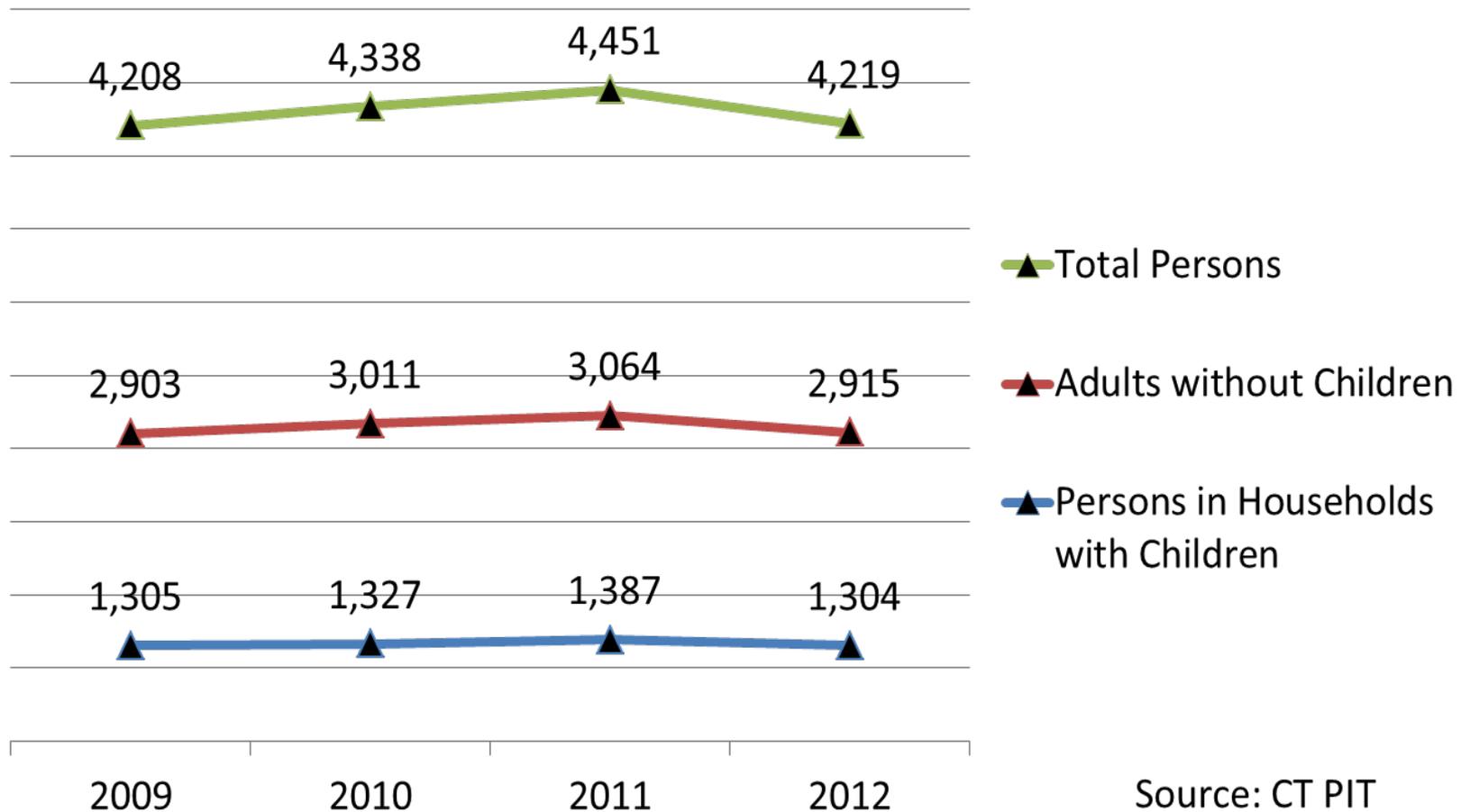
# Trends

## 2010-2012



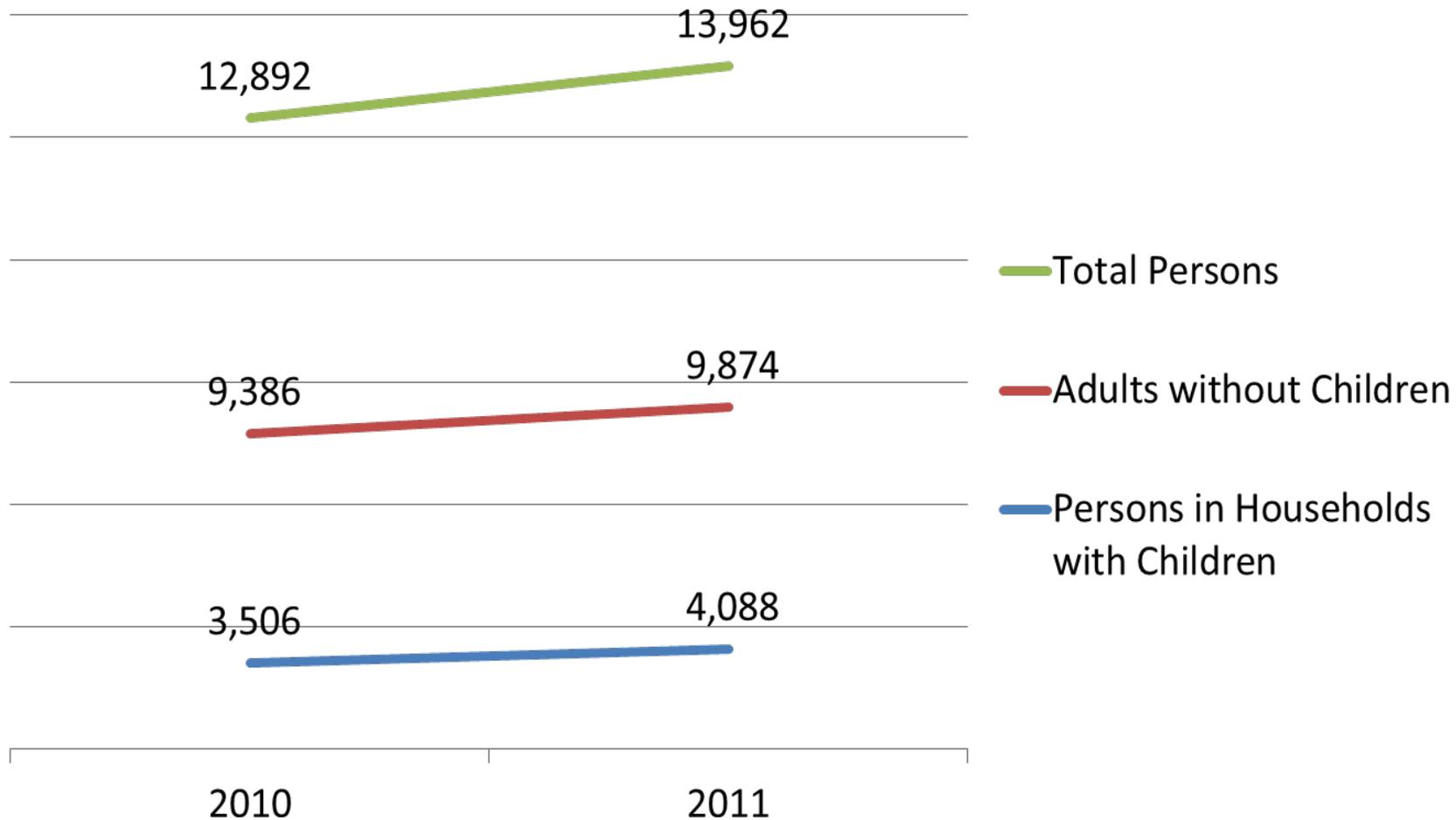
- **Significant increase in chronic homelessness**
  - 22% increase since 2010; 936 adults
  - Represents one in three homeless single adults at a point in time
  - More are living outdoors
    - 92% increase in unsheltered from 2009 – 2011 (years counted)
    - Represents one third of chronically homeless adults
- **More families are homeless**
  - Over 1,500 served by shelters, transitional housing over the course of a year
  - 31% increase from 2010 to 2011

# People Experiencing Homelessness in CT Point in Time



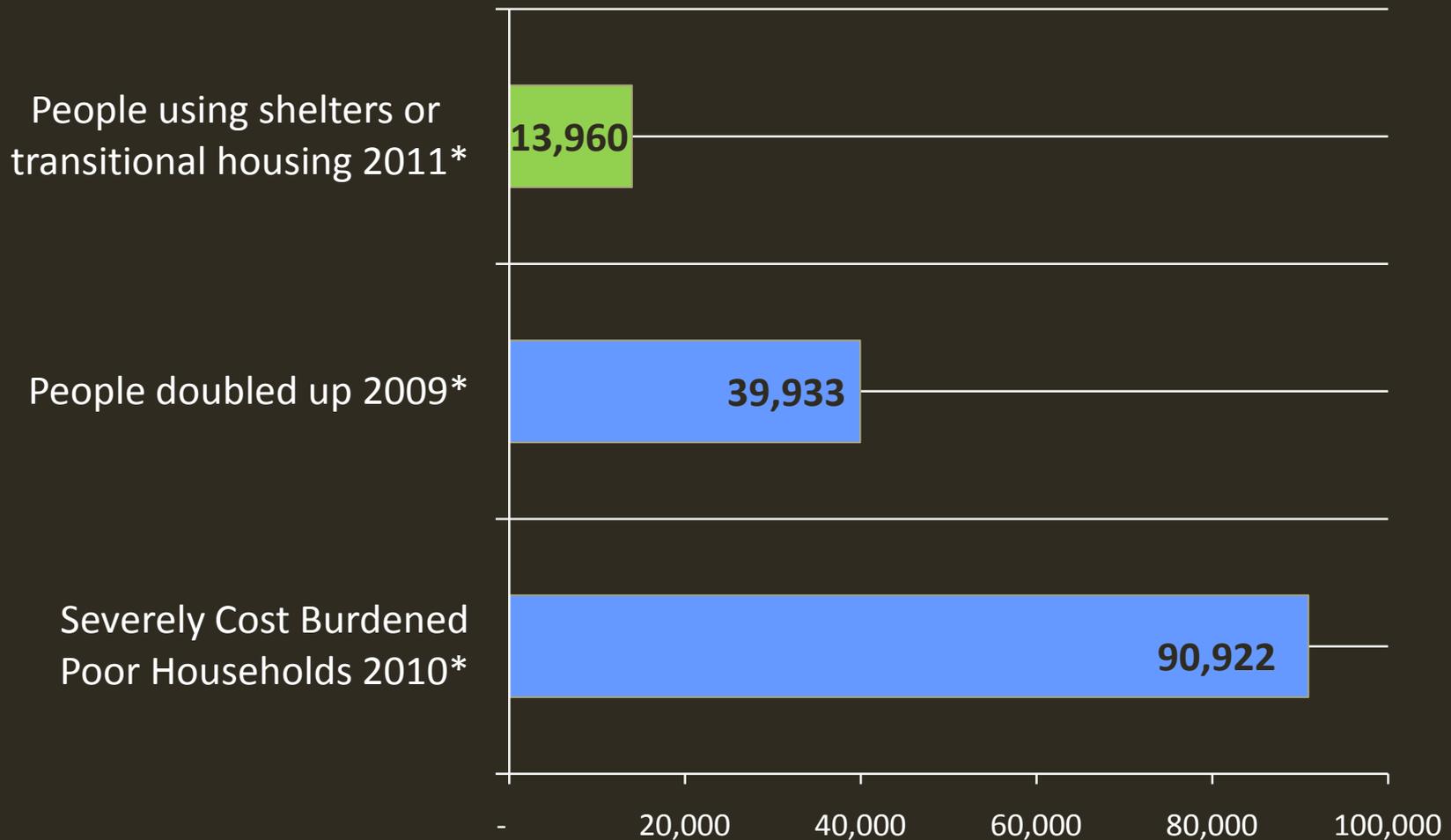
Source: CT PIT

# People Using Shelters/Transitional Housing Over the Course of the Year



Source: CT HMIS

# Homelessness is closely related to housing instability



\*Source: NAEH, US Census, NLIHC Congressional Profiles

# Returns to Shelter

## Shelter and Transitional Housing

Percent of adults in shelter or transitional housing in 2010 who were also in shelter the prior year

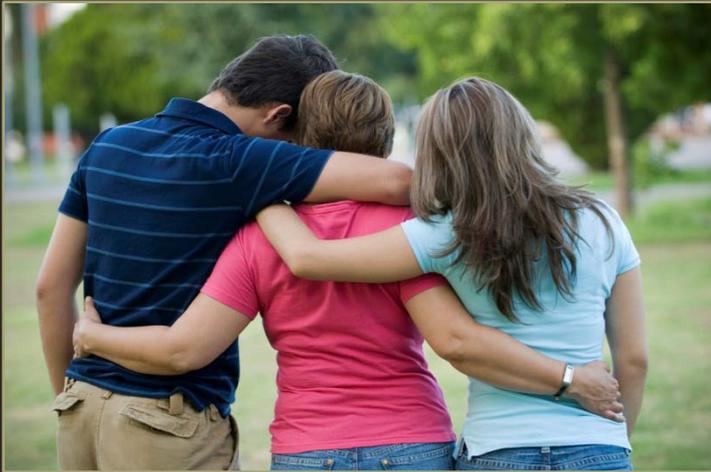
Families	<b>10%</b>
Individuals	<b>27%</b>

## Prevention and Rapid Re-Housing

Percent receiving services in 2010-2011 who returned to shelter

	<b>PREVENTION</b>	<b>RAPID RE-HOUSING</b>
Families	<b>4%</b>	<b>5%</b>
Individuals	<b>6%</b>	<b>3%</b>

# What we're facing



- Increasing homelessness if current trends continue
- Shelters at capacity; more people living outdoors
- More homeless families headed by young mothers with young children
- Returning Veterans, “couch surfing” youth could be new generation of chronically homeless if not prevented
- Expiration of federal stimulus funding for Homelessness Prevention & Rapid Re-Housing (HPRP) in 2012

# HEARTH Act



## New metrics for measuring our impact:

- Reductions in homelessness at a point in time and annually
- Reductions in length of episodes of homelessness
- Reductions in returns to shelter

**New flexibility** in use of HUD homeless assistance funds

# The Framework

**A collective effort with a common goal:  
End homelessness in Connecticut**

**Purpose of Opening Doors - CT**

- **Engage, guide, and support** efforts to prevent and end homelessness in Connecticut among adults, families, youth and Veterans.
- **Foster change** leading to substantial reductions in homelessness

**Take us to the next level by fostering:**

- Integrated systems and targeted, data driven strategies
- Connections between housing, healthcare, employment, prevention, education, Veterans, criminal justice, behavioral health and child welfare systems
- Collaboration among community leaders, state government, business executives and human services specialists, among others

# Inspired by and aligned with the Federal Opening Doors Plan

## Vision

No one should experience homelessness - no one should be without a safe, stable place to call home.

## Goals

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

# Grounded in a set of core values and guiding principles

## Core values

- Homelessness is unacceptable. It is solvable and preventable.
- There are no “homeless people,” rather people who have lost their homes who deserve to be treated with dignity and respect.
- Homelessness is expensive. Invest in solutions

## Key principles

- Stable housing is the foundation.
- What happens at the ground level matters.
- Collaboration is fundamental to our success.
- Our strategies and solutions must be driven in a way that puts the person or family facing homelessness at the center.
- Strategies must be implementable, user-friendly, cost effective, and scalable.

# Several strategies were used to devise the framework

Listening  
Sessions

Online  
survey

Kitchen  
Cabinet

Individual  
engagement

Research

Document  
development

## Listening Sessions

## Online survey

### Six sessions:

- Homeless Crisis Response
  - Families, Children & Youth
  - Health
  - Criminal Justice
  - Community Engagement and Workforce
  - Housing
- 
- 120 participants in sessions
  - 170 online survey respondents

## Kitchen Cabinet

Provided strategic thinking on the process for development of the framework document, its content, and on stakeholder and policymaker engagement process

## Individual engagement

Includes leaders from several major advocacy and intermediary organizations and Melville Trust

Engaged several other key individuals and committees within government and the nonprofit community

## Research

## Document development

- Developed “sector snapshots” of best practices and current use of public dollars in CT
- Analyzed data on homelessness and housing supply, and projected needs for housing assistance
- Digested stakeholder input, reviewed community plans, identified effective practices
- Drafted potential strategies
- Identified various resource options

# The framework is centered on five focus areas



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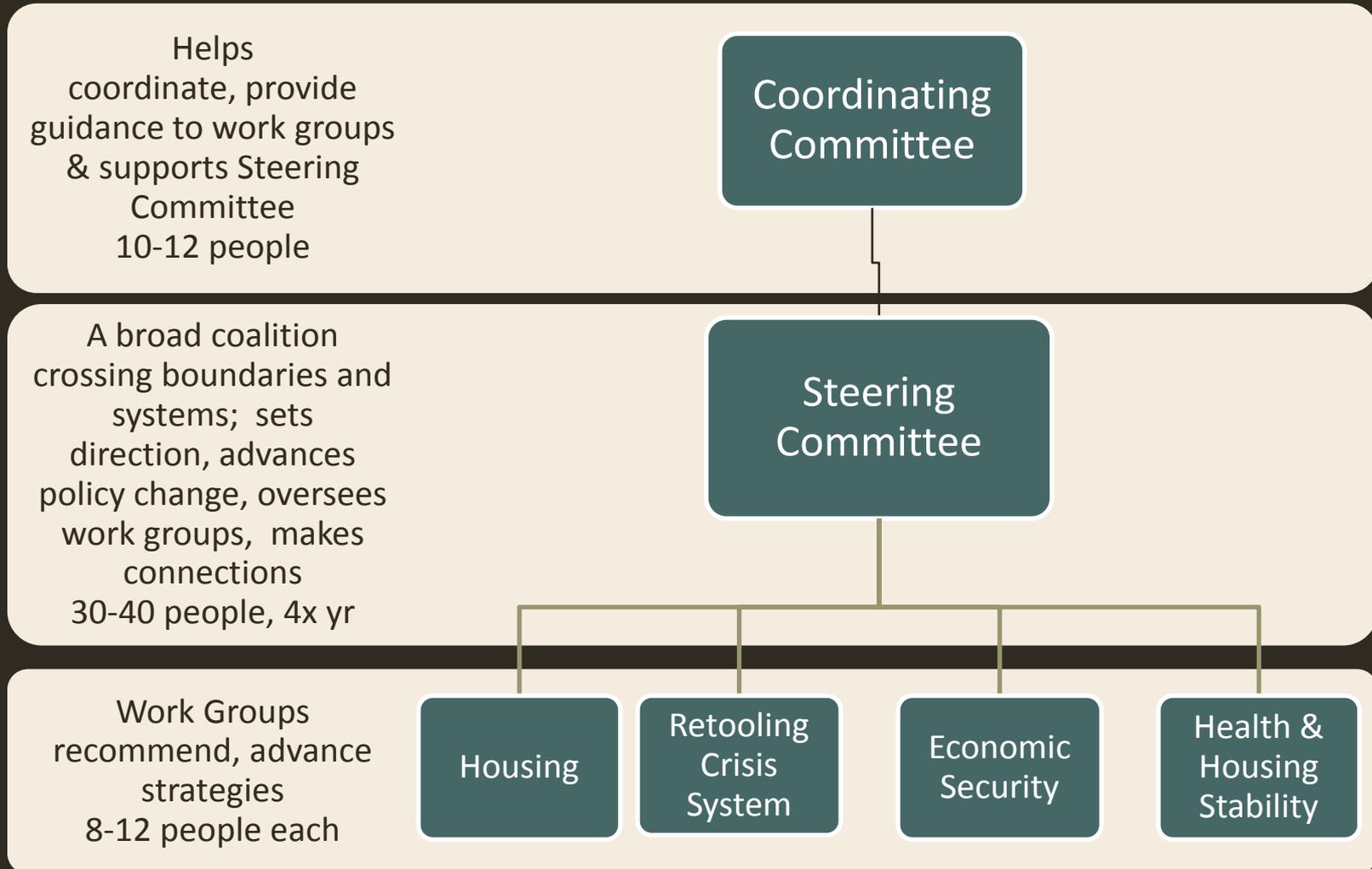


# Leadership, Collaboration, & Civic Engagement

Lead, manage, and monitor the change process

- **Reaching Home** – becomes the leadership structure for planning and oversight of Opening Doors – CT that builds on existing partnerships between the public, private and nonprofit sectors.
- Develop operational plans at the state and local level with specific actions linked to resources and responsible parties.
- Create opportunities to ensure that the voices of people who have experienced homelessness and people working on the front lines of service delivery are heard.
- Develop outcome measures at both the system and program levels.
- As the State looks at its overall use of data and technology, consider the creation of a human services data warehouse to provide a platform for integrating key data across HMIS and human services.

# Reaching Home



# Reaching Home Steering Committee includes members from several key sectors

- Supportive and affordable housing developers
- Providers of services to people in housing
- People who have experienced homelessness
- Public housing authorities
- Advocacy organizations and intermediaries
- Philanthropy
- Community planning groups (10 year plans, COCs, etc)
- State and federal agencies, quasi-public agencies
- Business community
- Workforce development
- Health and behavioral health care
- Faith communities
- Universities

# Work Groups



# Affordable and Supportive Housing

Strengthen our housing delivery system

Create supportive and affordable housing at a scale sufficient to meet the need

- Expand and target rent subsidies
- Embed strategies to prevent and end homelessness within cohesive State and municipal housing policies that set clear outcome targets

# Retooling the Crisis response System

## Recalibrate our response to housing loss

- Support community or regional-level development of a coordinated system of response centered on prevention, housing assistance, and housing stabilization

## Support the housing stability of vulnerable families, children and youth

- Develop targeted outreach strategies to identify and enumerate youth and young adults without permanent housing and connect them to the housing and supports they need. Develop partnerships with school systems

# Economic Security

## Foster housing retention through income growth and employment

- Link workforce system resources (skill development, job development) with the housing assistance system to create effective pathways to employment for vulnerable populations.
- Align public sector programs to ensure effective systems coordination with shared goals.
- Expand income growth for persons with disabilities.

# Health and Housing Stability

Reduce medical vulnerability and frequent use of health care systems

- Pilot and track outcomes of health and housing integrated model through the Social Innovation Fund

Break the cycle of homelessness and re-incarceration

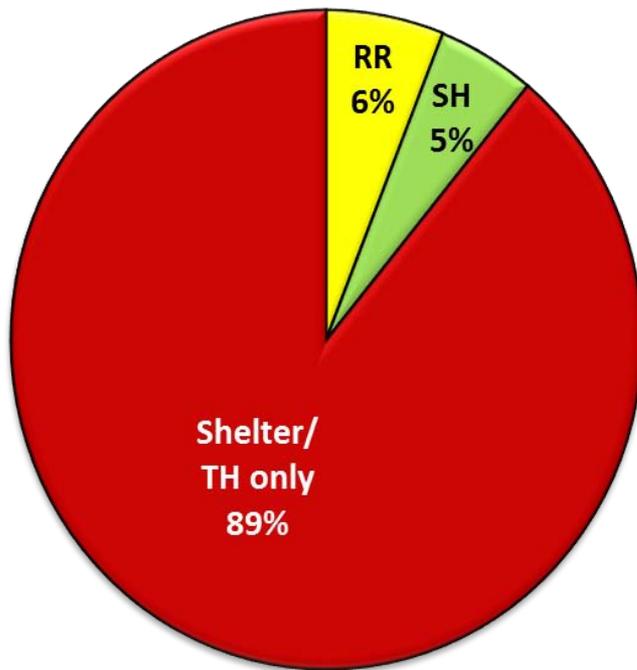
- Bring FUSE to scale - *Frequent Users Systems Engagement*, a ground breaking initiative that is places individuals into supportive housing who cycle through the homeless service and corrections systems

# Performance Measurement

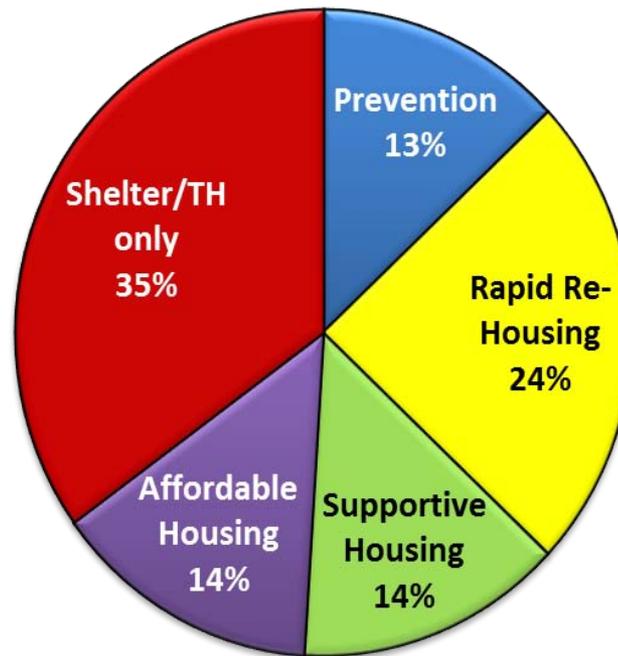
- Major assumptions, housing assistance need estimates, baseline data, annual reporting
- Targeted reductions in homelessness among priority populations
- Work Group Level Operational/Action Plans – how much did we do? How well did we do it? Is anyone better off?

# Changing Strategies to Get to Zero - Families

2010

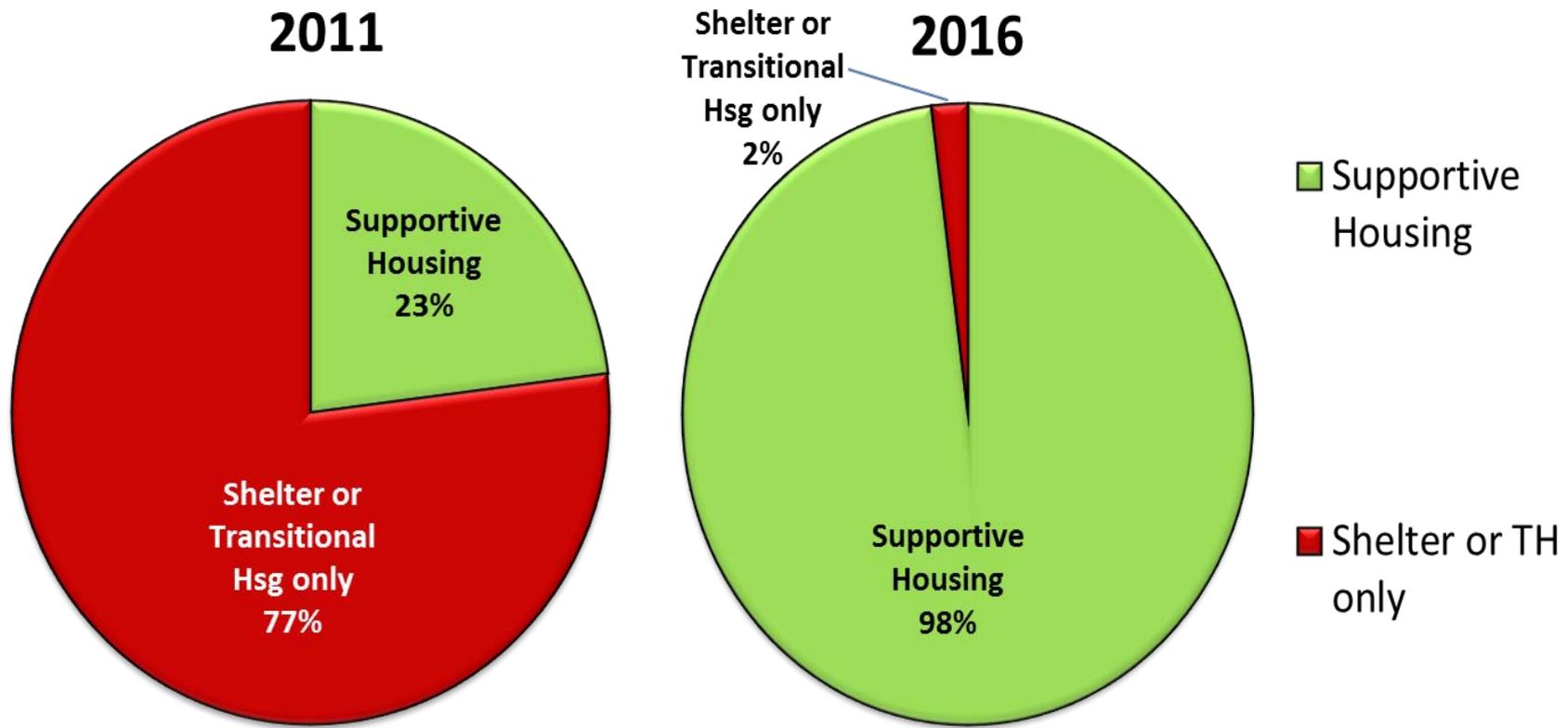


2021

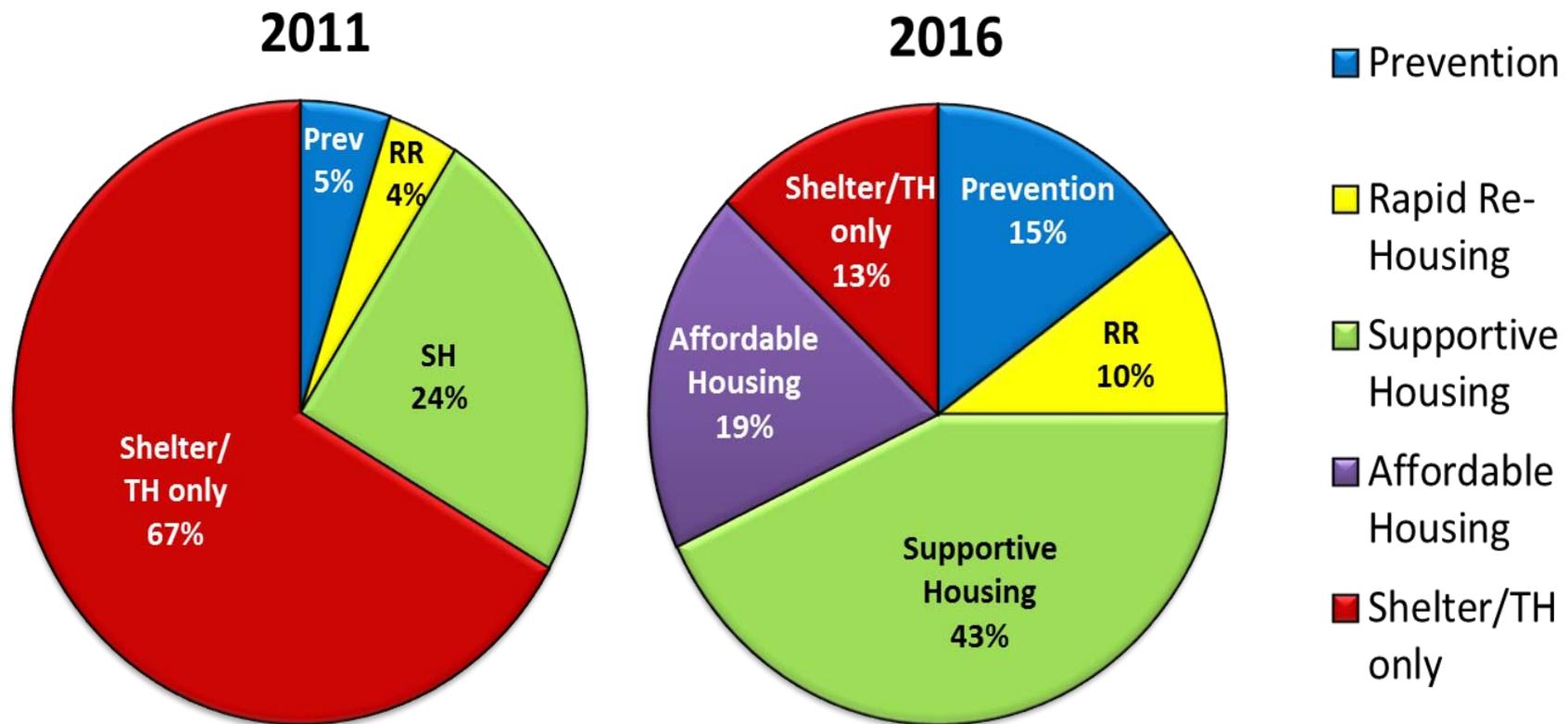


- Prevention
- Rapid Re-Housing
- Supportive Housing
- Affordable Housing
- Shelter/TH only

# Changing Strategies to Get to Zero Adults Chronically Homeless



# Changing Strategies to Get to Zero Veterans



# **The Framework was only a starting point for our next steps**

- Recommit ourselves to ending homelessness
- Set our sights on a broader set of goals
- Build on the foundations we've laid
- Form new alliances and new business models
- Encourage innovation
- Remain focused on solutions
- Track our progress
- Hold ourselves accountable
- Celebrate our successes



# Discussion Questions

- What benefits might your community experience from revisiting and revising your Plan – “Why should we engage in yet another planning process?”
- What questions or concerns would you expect to face in your community regarding timeframes for goals or other issues?



# Opening Doors Across America: Call to Action



OPENING DOORS  
**ACROSS  
AMERICA**  
*a USICH Call to Action*

**JOIN THE CAMPAIGN**



# Opening Doors Across America: Call to Action

- States and communities are encouraged to:
1. Align your community plan with Opening Doors
  2. Set targets and measure results
  3. Act Strategically
  4. Partner in the national efforts to end homelessness



## Align with *Opening Doors*' Goals

1. Finish the job of ending chronic homelessness by 2015
2. Prevent and end homelessness among Veterans by 2015
3. Prevent and end homelessness for families, youth, and children by 2020
4. Set a path to ending all types of homelessness



# Set Targets and Measure Results

- Commit to incremental targets and measure progress
- Set numeric goals for permanent housing units made available for target homeless populations
- Measure progress using the annual point-in-time data for the four population goals
- Measure how well homeless programs help their clients become employed and access mainstream programs



# Act Strategically

- Transform homeless services to rapid-response systems
- Implement Housing First and Rapid Re-housing
- Ensure Medicaid enrollment, especially after 2014



# Act Strategically

- Collaborate with VA Medical Centers
- Work with PHAs to help prioritize individuals and families experiencing homelessness
- Commit to using data as a management tool
- Work collaboratively and build relationships to streamline resources and invest dollars where they make the most impact



# Partner

- Identify and recruit new partners
- Keep lines of communication open with leaders at all levels of government during local plan implementation
- Urge local officials to formalize their partnerships and leverage their resources
- Share what you're doing and learning



# Support from USICH

- A new extensive toolkit for communities and states to utilize on [www.USICH.gov](http://www.USICH.gov)
- Feedback from our regional staff on plan implementation and we'll connect you with other signatory communities
- Be publicly recognized by USICH as leaders in the field, which will assist you in applying for federal, state, and local funding



## Join Us



OPENING DOORS  
**ACROSS  
AMERICA**  
*a USICH Call to Action*

**JOIN THE CAMPAIGN**

- **First**, you can be a participant by committing to the four criteria of Opening Doors Across America
- **Second**, once you have achieved the four criteria, you will become an official Opening Doors Community



# Tools to Help

Visit the USICH Toolkit: [www.usich.gov/tools](http://www.usich.gov/tools)

The screenshot shows the homepage of the United States Interagency Council on Homelessness. At the top left is the USICH logo. To its right is the text "United States Interagency Council on Homelessness" and the tagline "No one should experience homelessness. No one should be without a safe, stable place to call home." On the top right, there are links for "Subscribe to our Newsletter", "Site Map", and "Contact Us", along with a search bar and a "SEARCH" button. Below the header is a navigation menu with links for "Funding & Programs", "Resources", "Opening Doors", "Partners", "Take Action", "Media Center", and "About USICH". The main content area features the title "Tools for Local Action" in a large, bold, brown font. Below the title is a breadcrumb trail: "Home > Resources > Tools for Local Action". To the right of the title is a "+ share this page" button. The text below the title reads: "This toolkit was created as a part of the Opening Doors Across America Initiative. Opening Doors Across America is a call to action to states and communities to join the national effort to prevent and end homelessness by following specific steps that will ensure goals are accomplished and resources are used wisely." Below this text is a blue button that says "Visit the Opening Doors Across America page". Further down, the text states: "The toolboxes below each contain a set of resources to help local communities begin or enhance their efforts to prevent and end homelessness." The final section is titled "A Guide to Developing a State Interagency Council" and begins with "Specific information about how to establish a Council, tips on effective structure, and details on needed". On the left side of the page, there is a sidebar menu with the following items: "State Resources Map", "State Homeless Resources Map", "Tools for Local Action" (with a right-pointing arrow), "A Guide to Developing a State Interagency Council", "Local and Community Strategic Planning", "Retooling Crisis Response Systems", "Building the Permanent Supportive Housing Pipeline", and "Using Medicaid to Fund Supportive Services".



# Questions and Answers





# Contact the Presenters

- Matthew Doherty, Regional Coordinator, USICH, [matthew.doherty@usich.gov](mailto:matthew.doherty@usich.gov); 202.754.1586
- Michael DeVos, Regional Coordinator, USICH, [michael.devos@usich.gov](mailto:michael.devos@usich.gov); 202.754.1584
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- Alicia Woodsby, Deputy Executive Director, Partnership for Strong Communities, [alicia@pschousing.org](mailto:alicia@pschousing.org); 860.244.0066



## For More Information

Committee to End Homelessness in King County:

<http://www.cehkc.org>

CEHKC Mid Plan Review:

<http://www.cehkc.org/MidPlanReview.aspx>

King County Veterans Five Year Plan:

[http://www.cehkc.org/DOC\\_plan/Vets-5YearPlan2011.pdf](http://www.cehkc.org/DOC_plan/Vets-5YearPlan2011.pdf)



## For More Information

Partnership for Strong Communities

<http://pschousing.org/>

Reaching Home Campaign to End Homelessness:

<http://pschousing.org/reachinghome>

Opening Doors - CT:

<http://pschousing.org/openingdoors-ct>



# Connect with USICH

Connect with the Regional Coordinator for your state:



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