Opening Doors Across America: A USICH Call to Action

Tuesday, September 27, 2011

Opening Doors Across America

Welcome by USICH Executive Director Barbara Poppe

Panelists

- Barbara Poppe, Executive Director, USICH
- Anthony Love, Deputy Director, USICH
- Mayor Ralph Becker, Salt Lake City, UT
- Cathy ten Broeke and Lisa Thornquist, The Office to End Homelessness: Minneapolis and Hennepin County, MN
- Liz Curtis Rogers, Executive Director, MA Interagency Council on Housing and Homelessness

Webinar Purpose

- Agenda
  1. Introduction to Opening Doors Across America
  2. Aligning your plan and collaborative partnerships
  3. Setting Targets, Measuring Results, and Acting Strategically
  4. Partnering
  5. Q & A

Webinar Format

- Call will last approximately 1 hour
- We have reserved time at the end for Q&A
- Audience members who would like to pose a question can do so at any time through the “questions” function found in the “GoToWebinar” toolbar
- Call audience members are muted due to the high number of participants
- Call will be recorded and will be available online later this week

Why now and what can you do?

- One year into implementation of Opening Doors
  - Commitment is strong at the Federal level but implementation happens on the ground, in states and communities
- As you learn more about the specific actions in this campaign, and the work being done in Salt Lake, Hennepin County and the state of MA, consider your role – we'll be coming back to this at the end

Opening Doors Across America: A 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 your plan with Opening Doors

Adopt the goals of Opening Doors:

- Finish the job of ending chronic homelessness by 2015
- Prevent and end Veterans homelessness by 2015
- Prevent and end homelessness for families, youth and children by 2020
- Set a path to end all types of homelessness

Set Targets and Measure Results

Commit to incremental targets & measure progress:

- Set numeric goals for permanent housing units made available for target homeless population
- 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

Key Actions

- Transform homeless services to rapid-response systems
- Implement Housing First and Rapid-Rehousing
- Ensure Medicaid enrollment, esp. after 2014
- 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 & invest dollars where they make the most impact

Partner

- Keep lines of communication open with leaders at all levels of government during local plan implementation
- Share what you're doing and learning
- Work with State Interagency Councils to align efforts and to ensure best practices are shared broadly

What is USICH offering you?

- A new extensive toolkit for communities and states to utilize on 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

- **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

Salt Lake City's Collaborative Efforts to End Homelessness

- Setting goals
- Creating partnerships
- Maintaining relationships

Salt Lake County's Ten-Year Plan to End Chronic Homelessness

- Statewide effort to end homelessness by 2014
- Adoption of a ten-year plan by SL Council of Governments that emphasizes:
  - Partnerships between government, service providers, HA's and businesses
  - Prevention strategies
  - "Housing First" philosophy
  - Infrastructure

Palmer Court Apartments, permanent housing for the chronically homeless in Salt Lake City

Salt Lake City Partnerships

- Federal Government
  - HUD, Interagency on Homelessness
- State
  - Housing and Community Development, Utah Homeless Task Force, Dept. of Workforce Services
- Salt Lake County
  - Salt Lake Council of Governments, Salt Lake County Homeless Coordinating Council, Valley Mental Health, Housing Authority
- Service Providers
  - Road Home, Volunteers of America, Catholic Community Services, 4th Street Clinic

Mayor's Committee on Homelessness

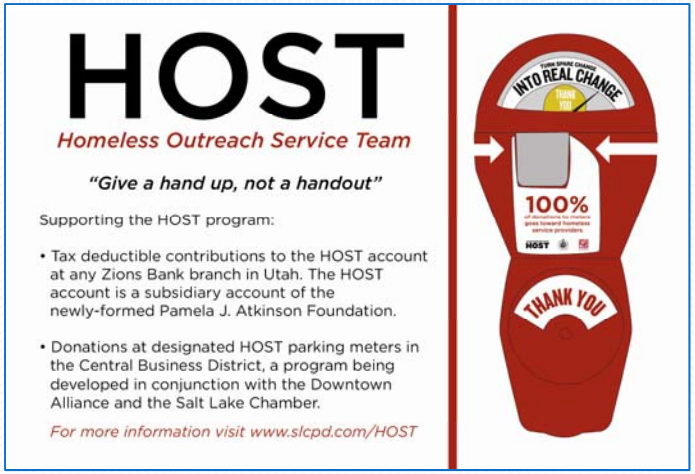
- Service providers, homeless advocates, city, county and state leaders
- Meets quarterly to discuss issues relating to homeless community
- Troubleshoots problems, allows for good communication
- Gives guidance on SLC policies and initiatives
  - SLC Employment Program
  - HOST (Homeless Outreach Service Team) Program

Salt Lake City Initiatives

- Salt Lake City 2011 Jobs Program
  - 41 Palmer Court residents (permanent housing tenants) were given temporary jobs in SLC Public Services Dept
  - 5 individuals hired as seasonal through Utah Department of Workforce Services
  - 6 full-time internships for individuals in transitional housing
  - City is looking to expand the program next year

Salt Lake City Initiatives

- HOST (Homeless Outreach Service Team) Program
  - Collaborative partnership between Salt Lake City, SLCPD, Business Community, service providers
  - Police work with non-profits to refer individuals to services
  - HOST meters give alternative to giving to panhandlers. Money collected goes back to service providers.



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Presenters: **Cathy ten Broeke, *Director***
Lisa Thornquist, *Research and Evaluation Specialist*

The Office to End Homelessness
Minneapolis and Hennepin County

Minneapolis
City of Lakes
Hennepin

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- A community plan to end versus manage homelessness for all populations
- Specific plan with measurable benchmarks
- Minneapolis City Council and Hennepin County Board Approval – December 2006
- Implementation began January 1, 2007 and involves over 125 non-profits, businesses, and faith communities.
- Office to End Homelessness established to lead planning and implementation.

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6 Goals of the Plan

- Prevent Homelessness
- Provide Coordinated Street Outreach
- Develop 5000 New Housing Opportunities
- Improve Service Delivery
- Build Capacity for Self Support
- Create System Improvements

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Research and Evaluation

- Brought on full-time staff to lead evaluation of plan.
- Developed research partnerships with The University of Minnesota, The Humphrey Institute of Public Affairs, and other local universities and colleges.
- Used findings to recalibrate or re-target programs and influence policy changes.

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Prevention Targeting

- HC providing prevention since 1993.
- 96% “success” rate of families not entering shelter within one year of receiving assistance.
- After 17 years we decided it was time to evaluate on another level. Were we truly preventing homelessness?
- Conducted data analysis (using HMIS and barrier assessments) on prevention families versus shelter families.
- Families receiving prevention should be similar to families in shelter.

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Research on Prevention Targeting

	Prevention	Shelter
Incomes < $1000/mo	40%	94%
> 65% of income for housing	45%	94%
homeless before	36%	63%
Head of hh < age 22	1%	33%

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Policy Implications of Research on Prevention Targeting

- Developed new targeting screening tool for providers.
- Changed definition of “success.”
- While a smaller percent of people who receive prevention may avoid shelter, we may actually be preventing more homelessness.

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Research on Top Livability Offenders (Downtown 100)

- Downtown business community concerned about top offenders.
- Data match found 80% of top offenders in downtown were homeless.
- Recidivism especially high for those without stable housing.
- Mainstream systems needed new approach.
- Housing First focus was successful, resulting in a 74% reduction in offenses.

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Policy Implications of Evaluation of Downtown 100

- Changed the way prosecution of homeless offenders is done.
- The call for more housing now coming from diverse stakeholders.
- Greater investment in Housing First.

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Research on Housing First

- HF participants' shelter use dramatically declined compared to other shelter users.
- HF participants increased the number of days and continuity of health care coverage.
- HF participants had a reduction in Criminal Justice Involvement, both as victims and perpetrators of crime, pre housing versus post housing and compared to other shelter users.

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Policy Implications of Housing First Findings

- Helped provide support for further funding, especially from the business community– Currie Avenue Partnership.
- Proved to policy makers that this model works in OUR community.
- Greatly expanded our scattered site Housing First program.

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FUSE Research

- Data match on highest users of jail, shelter, detox = 266 people using 70,000 bed nights in 5 years costing public $4.2 million.
- An examination of the first six program participants found that they used $95,000/yr in services prior to housing. After housing, they used $16,000 in services. Savings = $13,000 per person/per year.
- This included jail bookings, jail days, detox, shelter, and Emergency Department use at Hennepin County Medical Center (HCMC)

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Policy Implications of FUSE

- Shows targeting of specific populations can interrupt overuse of systems.
- This study, and others, illustrated that targeting high users with housing resources can greatly impact the overall system and provide cost-effective outcomes.
- Widely used for leveraging additional investments.

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Research on Single Shelter Use

- A large number of people stay in shelters for very short periods of time.
- Targeting people with long spells would reduce days in shelter more than targeting people with multiple spells.
- Probability of exiting shelter declines rapidly from months 6 to 12 and then levels off.

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Policy Implications of Single Shelter Use Findings

- Considering changing targeting of rapid re-housing for single adults, potentially waiting longer to most effectively use limited funds.

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For more information

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Massachusetts Interagency Council on Housing and Homelessness

Collaborative Strategies to Prevent and End Homelessness

Liz Rogers

September 27, 2011

July 2007: Commission to End Homelessness

- Met for 6 months; Chaired by Rep. Byron Rushing and Undersecretary Tina Brooks
- Included members of the Legislature, advocates, funders, providers, and academics
- Produced a Five Year Plan to Prevent and End Homelessness

Nov. 2007: Interagency Council on Housing and Homelessness

Nov. 2007 - Governor Deval Patrick signed an Executive Order to reconstitute the Interagency Council on Housing and Homelessness (ICHH) chaired by Lt. Governor Timothy Murray to be charged with overseeing the implementation of the Commission's Plan.

Members:

- Lieutenant Governor Timothy P. Murray (Chairman)
- Secretary of the Executive Office of Health and Human Services
- Secretary of the Department of Veterans' Services
- Secretary of the Department of Elder Affairs
- Secretary of the Executive Office for Administration and Finance
- Secretary of the Executive Office of Labor and Workforce Development
- Undersecretary for the Department of Housing and Community Development
- Commissioner of the Department of Children and Families
- Commissioner of the Department of Mental Health
- Commissioner of the Department of Public Health
- Commissioner of the Department of Transitional Assistance
- Commissioner of the Department of Elementary and Secondary Education
- Commissioner of the Department of Correction
- Commissioner of the Department of Early Education and Care
- Commissioner of the Department of Developmental Services

Data and Evaluation

- Commitment to prioritize data collection, sharing, and analysis
- ICHH Director of Data and Evaluation
- Extremely valuable in making the case to Legislature and Field for significant policy shifts
- Every policy initiative includes a data and evaluation component that also helps to drive collaboration
  - E.g., Data sharing/match between DOC, DVS, VA and Military Records to improve receipt of benefits for homeless veterans leaving prison

ICHH Advisory Board

- 25 members: relevant statewide associations, philanthropic and funding partners, evaluative organizations, and other supporting entities
- Quarterly meetings
- Provide guidance and policy recommendations related to:
  - Priorities and implementation of the Commission report
  - Strategies for attaining greater coordination among stakeholders
  - Effectiveness of state government's activities to prevent and end homelessness

Article 87

- Emergency shelter systems for individuals and families moved from Department of Transitional Assistance to Department of Housing and Community Development
- 80 staff
- $200M
- Goal: embed homeless services within the state's housing continuum

Regional Networks to End Homelessness

Regional Networks reflect a broad-based cross-sector partnership that is responsible for demonstrating how greater coordination and local innovations can improve the Commonwealth's ability to eradicate homelessness.

Regional Networks:

- Test best practices through flexible housing resources and innovative services.
- Develop a Leadership Council and name a Convening Agency
- Build upon existing networks, associations and regional planning processes
- Work from a Plan to End Homelessness that has a regional approach
- Develop clear decision making process and a governance structure that builds trust and is conducive to regional collaboration

Regional Network Goals

Goal: Decrease the Need for Shelter

Goal: Achieve Housing Placement Outcomes

Goal: Collect Data and Measure Impacts

Goal: Create Opportunities for Broad-Based Discussion with Diverse Stakeholders

Goal: Implement a Regional System that is a Model for Accountability and Transparency to Consumers and the Public

Goal: Implement Systems Change to Create Sustainability

Members of the Regional Networks

Representation from:

- Regional offices of state agencies
- Private housing agencies
- Social service providers
- Municipal leaders
- Philanthropies
- Community Development Corporations
- Business leaders
- Regional non-profit housing agencies
- Local Workforce Investment Boards
- School systems and other educational institutions
- One Stop Career Centers
- Veteran service organizations
- Corrections, parole boards, and probation officers
- Local Housing Authorities
- Community leaders
- Community Action Agencies
- Labor organizations
- Faith-based organizations
- Housing, homeless, and disability advocacy groups
- housing courts and the judicial system
- Law enforcement
- Homeless and formerly homeless consumers
- Academic Institutions
- Public health agencies and departments
- Federally qualified health centers
- Health Care for the Homeless grantees
- McKinney-Vento educational liaisons

Key Regional Network Innovations

- Regional Network Coordination
- Triage and Assessment
- Housing First/Low Threshold Housing
- Coordinated Case Management
- Diversion and Prevention with Flexible Supports

Regional Network Peer Learning and Technical Assistance

- Quarterly Peer Learning Sessions sponsored by private partners throughout pilot period fostered statewide systems changes
- Regional Network blogs and websites
- Inter-Network meetings
- Monthly Coordinator meetings
- Network development TA from expert consultant and ICHH
- Mass Housing and Shelter Alliance provided TA on rehousing chronically homeless

Chronic Homelessness

- Medicaid partnership
  - increase access to Community Support Programs for chronically homeless adults and dual eligible
- Home and Healthy for Good: leverage $1.2M annual state investment in housing and services
- Social Impact Bonds
  - ANF released RFI to develop a strategy leveraging private investments to end chronic homelessness
- Elder homelessness survey
- Conversion of shelter resources for housing and stabilization services

Homelessness Among Veterans

- VISN 1 Conference in June 2011: 111 MA participants
- ICHH Working Group includes VA, DVS, DHCD, Mass Housing and Shelter Alliance
- Next steps:
  - Resource webinars from DVS and VA
  - Statewide convening to develop plan and set targets

Shelter Diversion and Rapid Rehousing for Families

- **Reform of State-funded family shelter system:**
  1. Shelter for youngest families and emergency cases – Administered by DHCD Div. of Housing Stabilization
  2. HomeBASE immediate housing assistance – Administered by DHCD Div. of Public Housing & Rental Assistance
- **Domestic Violence: joint working group with Governor's Council to Address Sexual and DV**
  - Short-term policy and practice improvements
  - Long-term visioning to align DV and housing resources

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What is your role?

States → convene your ICH, build partnerships, support and encourage the communities in your state to take action. Join us!

Cities, TYP and CoC Leads → align your plan, work collaboratively across agencies and with community partners, commit to incremental targets and use data to measure results and determine what is working. Join us!

Providers, advocates, caring residents → get involved, encourage your community and your state to join the campaign. Follow progress. Join us!

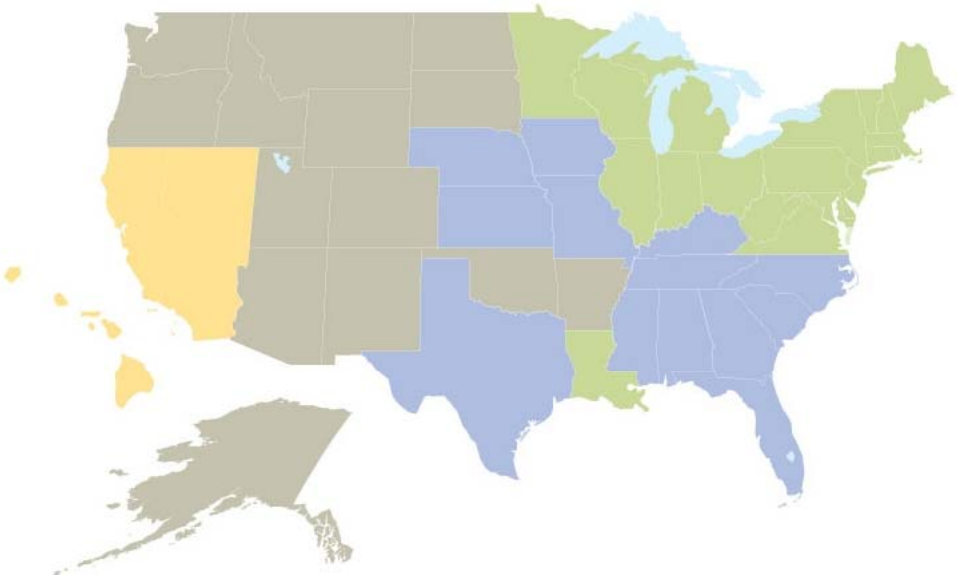
Questions?

- Please submit your questions via the chat function.

- The webinar will be available on our website at http://www.usich.gov.

For More Information…

- Visit www.usich.gov
- Contact your Regional Coordinator



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