

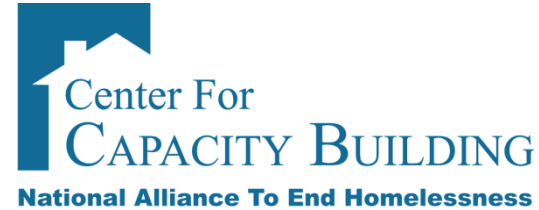
The System Design Clinic

A Systems Approach to Ending Homelessness Session One, Day One

Raleigh/Wake County CoC

November 30, 2022

Kay Moshier McDivitt
Senior Technical Assistance
Specialist, Center for Capacity
Building



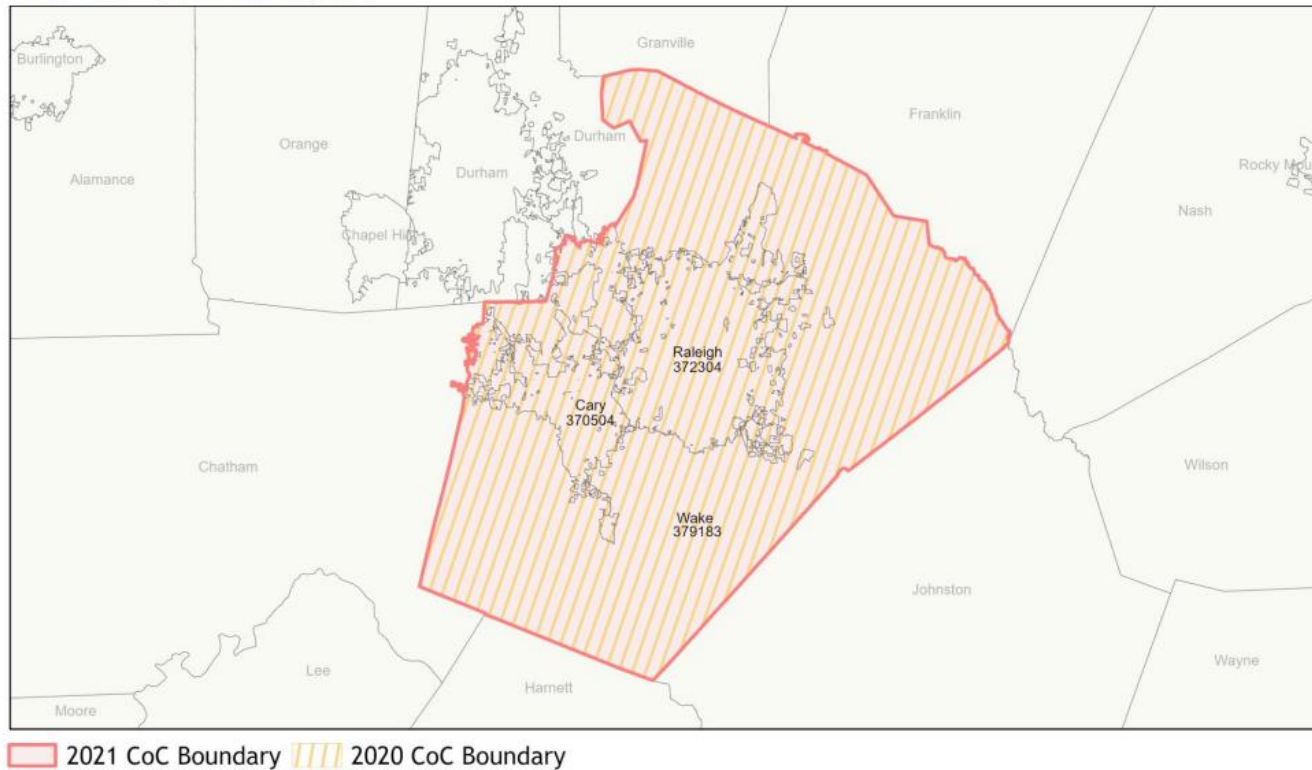
The National Alliance to End Homelessness is the leading national voice on the issue of homelessness. The Alliance analyzes policy and develops pragmatic, effective policy solutions. The Alliance works collaboratively with the public, private, and nonprofit sectors to build state and local capacity, leading to stronger programs and policies that help communities achieve their goal of ending homelessness. The Alliance provides data and research to policymakers and elected officials in order to inform policy debates and educate the public and opinion leaders nationwide.

Working with a strong network of innovators, the National Alliance to End Homelessness identifies and evaluates hundreds of policy and program strategies and their impact on homelessness. The Alliance's Center for Capacity Building helps communities replicate and customize the best of those strategies. The Center focuses on strategies that are cost effective, data driven, and can be implemented at a scale that can significantly reduce homelessness.

NC-507 – Raleigh/Wake County CoC

CoC Number: NC-507

CoC Name: Raleigh/Wake County CoC



Wednesday, May 25, 2022

AGENDA

Clinic Overview

Solutions and strategies to end homelessness

Design a best practice crisis response system

Critical role of governance to implement practice

- I. Part One
 - a. Welcome & Introductions
 - b. Homeless Simulation Game
- II. Part Two
 - a. Homeless System Overview with Necessary Core Responses
- III. Part Three
 - a. Role of Coordinated Entry
 - b. Raleigh System Performance
- IV. Part Four
 - a. Surveys
 - b. Funding and Reallocation
 - c. Prioritization Planning

Clinic Objectives

- Identify the goals of an effective homeless response system
- Discuss how to improve system performance across the CoC
- Recognize system flow and bottlenecks within the homeless response system
- Illustrate how to align interventions of the homeless response system
- Discuss the role of the CoC Governance Body in making homelessness rare, brief, and one-time
- Identify local priorities

PART ONE

A. Welcome & Introductions

B. Homeless Simulation



Welcome: Who's In the Building?

- Emergency Shelter Providers
- Transitional Housing Providers
- RRH Providers
- Street Outreach Providers
- CoC/System Leaders
- HMIS/Data Staff
- Elected/Appointed Officials
- Funders
- City and/or County Agency Staff
- Public Housing Authority Staff
- **Other**

Photo by [emrecan arik](#) on [Unsplash](#)



Your Experience with System Planning



I am ...

- An expert
- Very familiar
- Somewhat familiar
- Just learning
- I don't know a darn thing

... about homeless response system planning.

Photo by [JESHOOOTS.COM](https://www.jeshoots.com) on [Unsplash](https://www.unsplash.com)

National Alliance to End Homelessness

Statements for Participation

- The Alliance works to ensure that diverse voices are included as speakers, attendees, and guests at our conferences and webinars. All voices are welcome.
- The organization has a zero-tolerance policy for any form of discrimination or abusive behavior. The Alliance is committed to ensuring that all its events are safe and respectful for all participants.
- Participants acknowledge that any form of discrimination, violence, or abusive behavior may result in removal from a session, webinar, or conference, depending on the situation.
- If any discrimination is witnessed or experienced during this training, or if you feel unsafe, please notify any member of the Alliance staff.
- The National Alliance to End Homelessness strives to create a diverse, inclusive, accepting, and safe space for everyone.

NAEH Meeting Agreements

Everything We Discuss is About Strategies for Ending Homelessness

- Be aware of intent and impact
- Check-in and Check-out
- Listen for understanding
- Expect and accept non-resolution
- Practice “both/and” thinking
- Make space, take space
- Safe Terms to use during discussions:
 - “ELMO” (Enough Let's Move On)
 - “Ouch”

GETTING STARTED

ABOUT THE RALEIGH/WAKE CONTINUUM OF CARE...



Activity

On your sticky notes...



1. Quietly take a moment to think about (and write down) **one thing you love** about how your CoC/Community responds to people experiencing homelessness.
2. Quietly take a moment to think about (and write down) **one area where you think** your CoC/Community could improve to ensure a person's experience of homelessness is rare, brief, and one-time?

Now – looking at your words....



At your table, name an ice cream that describes the Raleigh/Wake County Homeless Response System....

ACTIVITY



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Action Cards

Throughout the day, on index cards, write down action items you want to complete when you leave here. At the end of day, you will get a chance to review and compile these action items.

DESIGNING A SYSTEMIC RESPONSE TO ENDING HOMELESSNESS

THE HOMELESS SIMULATION
GAME

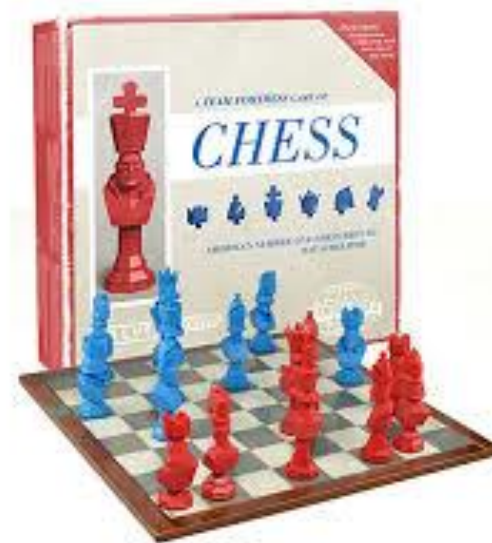


Homeless Simulation Game

A very simplified version of how the homelessness assistance systems works.



Designed using actual data for outcomes of programs in different communities across the country.



Homeless Simulation Game

Before We Start

**START
HERE!**

- **Each table** represents a community homeless assistance system (**Continuum of Care**)
- **Seven (7) persons** at each table
- **Sit with** persons from **different organizations**
- **WAIT** until you receive instructions to begin

Homeless Simulation Game

Object of the Game:

- **Place** as many beads as possible into permanent housing
- **Prevent** beads from exiting your system into unsheltered homelessness



Homeless Simulation Game

Basic Instructions

PLAY FIVE ROUNDS

- All decisions for the game must be made **by consensus** within the time allotted
- Each round will be timed (5 minutes)
- When a system change is made, you will have **3 minutes to make the decision** before starting the round
- If decisions are not made when the facilitator announces the time, you must **move on to the next round**
- If you finish a round or make a system decision prior to the announcement, feel free to move ahead



Game Instructional Video



Homeless System Simulation



<https://www.youtube.com/watch?v=z-yK8G6jn54&t=40s>

Take a Five-Minute Break!



PART TWO

- A. Game Debrief**
- B. Elements of an Effective, Efficient, and Equitable Homeless System**
- C. Necessary Core Responses for an Effective System**
- D. Overview of Current Raleigh/Wake County Inventory of Core Responses**

Let's Talk...

- What was one “Aha” moment you had from the game?
- What did you learn that could be effective in making progress to end homelessness in Raleigh/Wake County?



AN EFFECTIVE, EFFICIENT, AND EQUITABLE HOMELESS RESPONSE SYSTEM

That ends homelessness...



Effective, Equitable and Effective Homeless Response System: **GOAL**

House people as quickly as possible and
divert people from imminent homelessness whenever possible



Effective, Equitable and 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, Equitable and Effective 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
- Black people are not overrepresented in those experiencing homelessness



Effective Homeless Response System: **PERFORMANCE**

Establish systemic performance measures

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



An Effective Homeless Response System: **PRACTICE**

Practice Standards Across all Programs

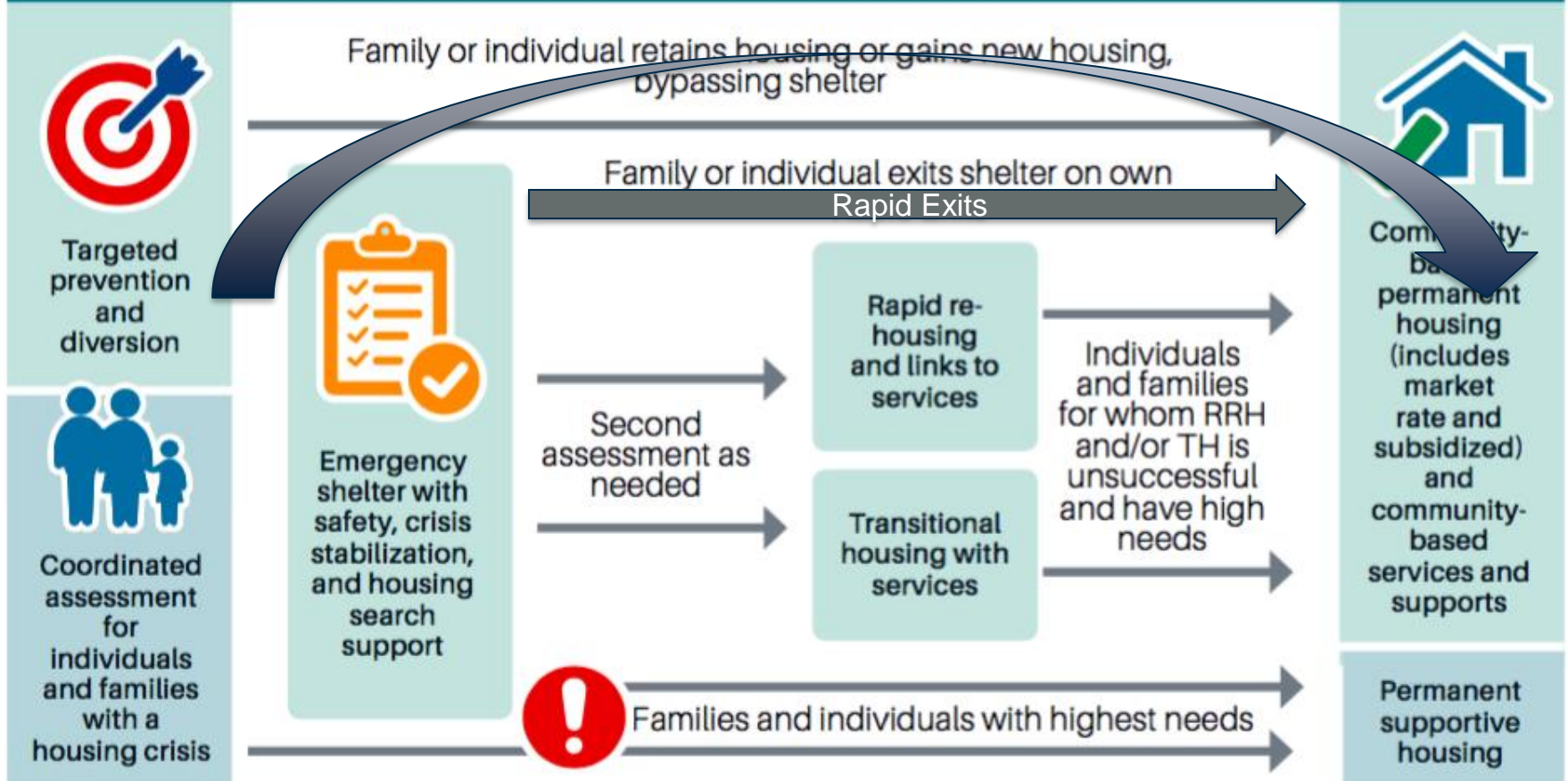
- **Housing First** approach across all interventions within the system
- **Diversion** from imminent homeless system when safe and appropriate
- **Rapid identification and engagement of people** experiencing unsheltered homelessness to connect them to crisis services and housing assistance

An Effective Homeless Response System: **PRACTICE**

Practice Standards Across all Programs

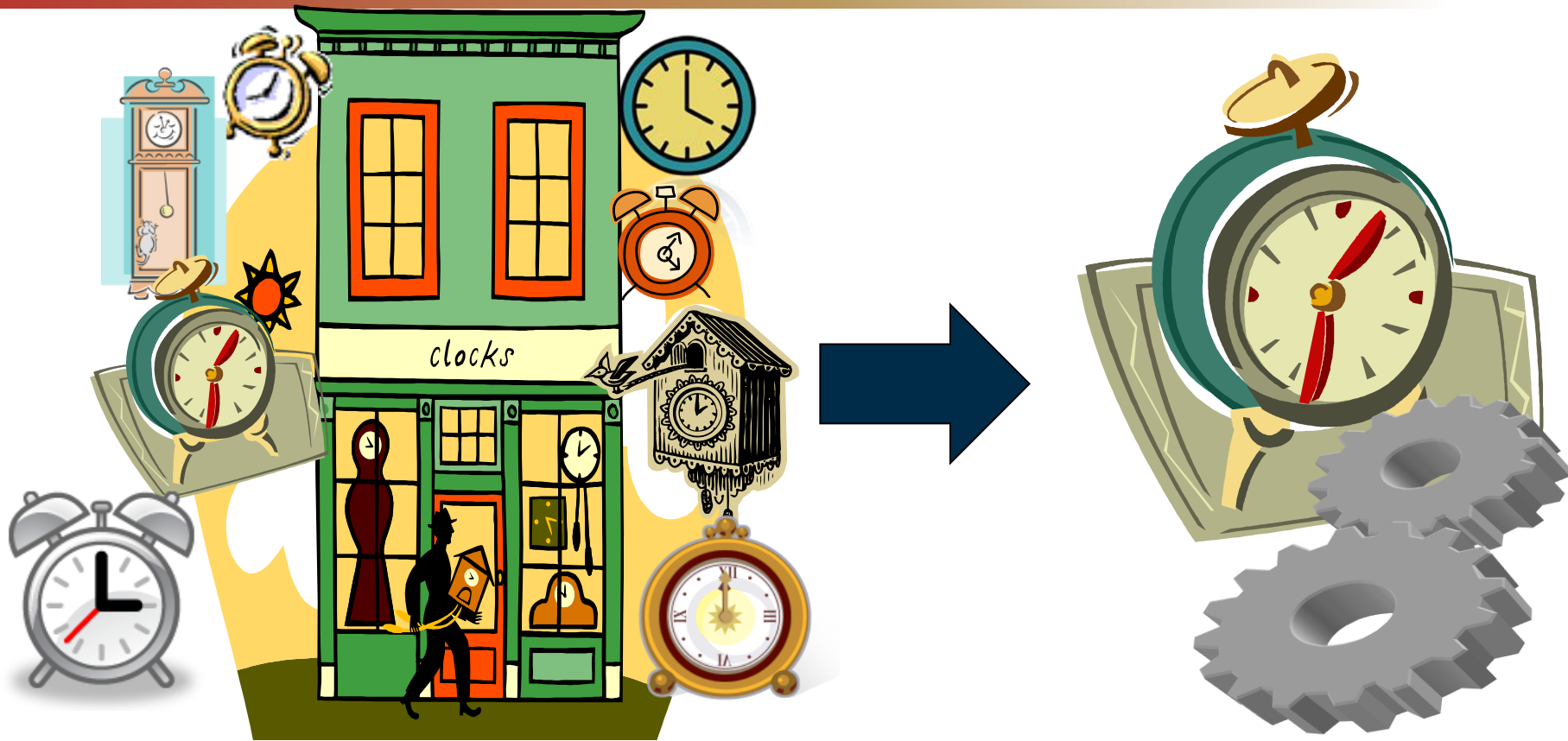
- **Quick, accessible, low-barrier pathways to shelter** and other crisis services with **short stays** in shelter
- **Rapid connection to permanent housing** for all sheltered and unsheltered people, *whether or not* they are matched to a housing resource through coordinated entry

Crisis Response System



A Homeless Response System

The Systemic Approach to Ending Homelessness



An Effective Homeless Response System – Outcome Focused

HEARTH Act (May 20, 2009)

- Set a national direction for communities to use a systemic approach to prevent and end homelessness
- *“to establish a Federal goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days”*
HEARTH Act Purposes – Sec. 1002(b)

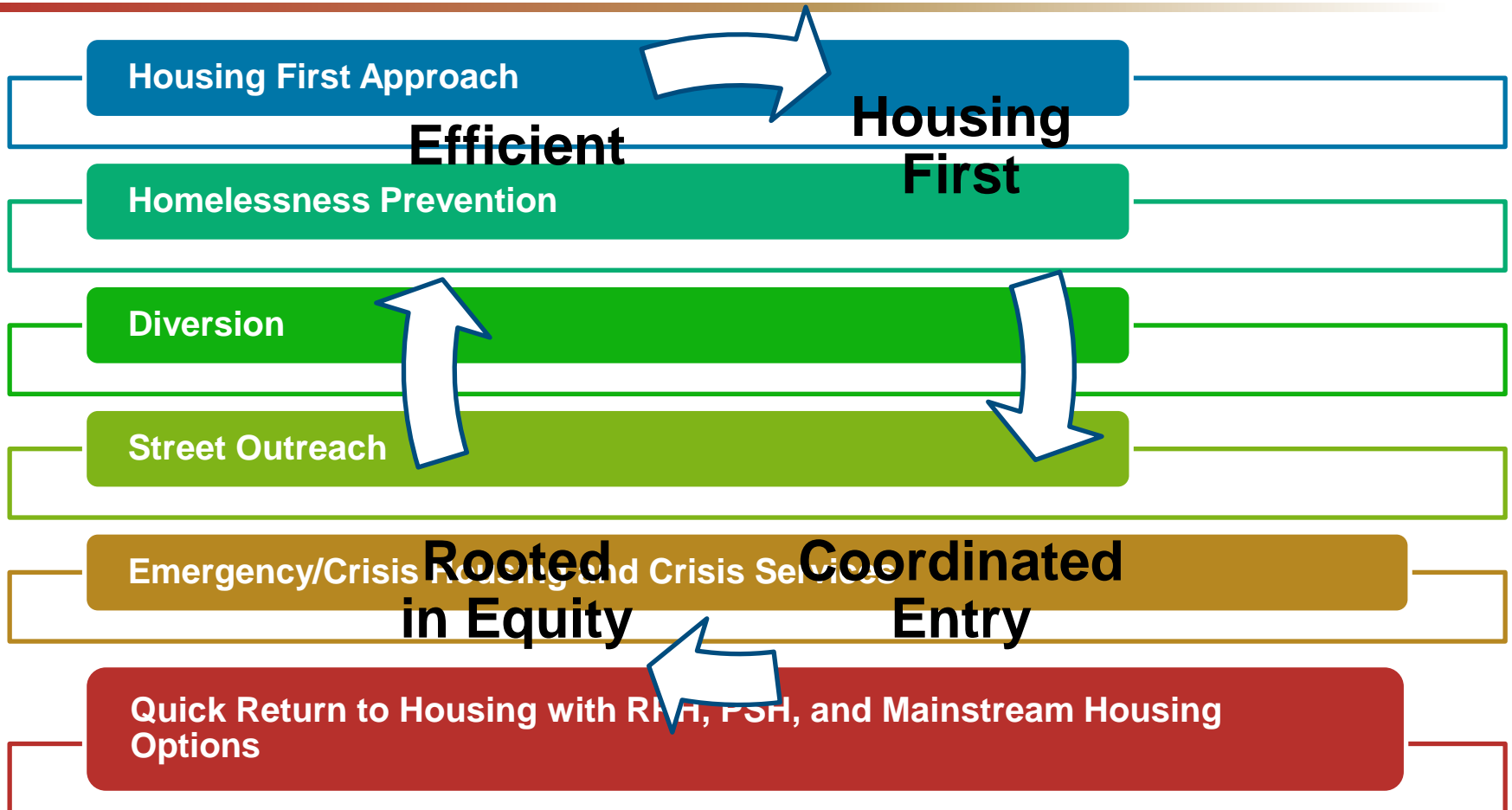
USICH “Home, Together” Plan (January 2020)

- **Home.** Because we know that the only true end to homelessness is a safe and stable place to call home. **Together.** Because the causes of homelessness are complex, and the solutions are going to take all of us working together, doing our parts, strengthening our communities.
- “To end homelessness, every community needs to be able to implement a systemic response that ensures homelessness is prevented whenever possible or, if it can’t be prevented, it is a rare, brief, and onetime experience. And that systemic response must endure for the long term.”

Necessary Core Interventions in an Effective, Efficient and Equitable System



Elements of an Effective Crisis System





Housing First Approach

Housing First Approach

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people who are homeless as quickly as possible and connects them to supports necessary to sustain that housing



AFFORDABLE HOUSING

ACTIVITY- The Housing First Survey

Housing First Survey

- Take survey individually
- Compare responses in your small group
- Large group discussion:
 - Where does your system exhibit a Housing First approach?
 - Where does your system need to focus in order to adopt a Housing First approach?

Housing First

HOUSING FIRST IS NOT	HOUSING FIRST IS
Just one type of program (not just PSH)	A system-wide philosophical approach to many types of homeless assistance interventions
One-size fits all	A philosophy that values flexibility, individualized supports, client choice, and autonomy
Housing only	Supportive services that people choose for themselves are a critical part of a Housing First approach
Setting people up for failure	The provision of a foundation of stability and health through permanent housing
A way to prioritize one population over another	A way to provide a housing intervention for everyone regardless of the severity of their needs

Housing Focused System in Practice

All interventions are housing focused and low barrier

- Includes all shelters and transitional housing
- Focus on permanent housing starts at the front door
- Rapid re-housing is “rapid”
- Housing interventions are low demand – no drug testing or sobriety requirement
- Programs screen in and not out
- PSH is targeted to the most vulnerable populations

A hand holding a pencil is positioned on the left side of the frame, pointing towards a target. The target is a circular shape with a blurred rainbow gradient. The background is a soft, out-of-focus rainbow. A green rounded rectangle with a white border is centered horizontally, containing the text 'Homelessness Prevention'.

Homelessness Prevention

Role of Homelessness Prevention

What is it?

- Assistance for persons **most likely to become homeless** when losing housing **based on local community data** indicating vulnerability to entering the homeless system

Role of Homelessness Prevention

Diversion, Homelessness Prevention, and Eviction Prevention

IMPACT ON HOMELESSNESS SYSTEM

HIGH

Diversion

TARGETED TO:

People who have lost housing and are about to enter shelter or sleep outside

FUNDED BY:

- Homelessness system funds

MEDIUM

Homelessness Prevention

TARGETED TO:

Extremely vulnerable people who are about to lose their housing

FUNDED BY:

- Mainstream “feeder system” funds
- Homelessness systems that have served their entire homeless population

LOW

Eviction Prevention

TARGETED TO:

Low income people who have received an eviction notice

FUNDED BY:

- Federal, state, and local housing funds
- Legal assistance funds

Role of Homelessness Prevention

What role does it play in improving system outcomes?

- Decreases first time homelessness by helping people who are **extremely vulnerable** to homelessness stay housed and outside of the homeless service system.



Diversion



Role of Diversion

What is it?

- An intervention designed to immediately address the needs of someone who has just **lost their housing and becoming literally homeless**.
- A **client-driven approach** to help a household find safe alternative housing immediately, rather than shelter or unsheltered homelessness.
- An intervention **intended to ensure**:
 - The homeless experience is as brief as possible
 - To prevent unsheltered homelessness, and
 - To **avert stays** in shelter

Role of Diversion

What role does it play in improving system outcomes?

- Reduces entries into homelessness
- Improves system flow by stemming inflow into shelter
- Conserves and targets homeless resources for those who need it the most
- Cuts down on shelter waitlists
- Less costly than shelter
- Avoids emergency-related costs of unsheltered homelessness



Street Outreach

Role of Street Outreach

What is it?

- Systemic, coordinated, and rapid identification and **engagement of unsheltered persons** to connect them to appropriate crisis services and permanent housing
- **Is connected to Coordinated Entry and has real time information** on available shelter, transitional housing, and permanent housing beds
- Measure SO effectiveness of ending homelessness: - 70:20:10
 - 70% of time spent with document ready people getting them into housing
 - 20% of time spent with people who have consented to participate in getting housed, but need assistance to be document ready
 - 10% of time spent on finding new people



Role of Street Outreach

What role does it play in improving system outcomes?

- Ensures that all homeless households are identified and connected to permanent housing and services
- Provides coordination between unsheltered persons and various efforts towards housing:
 - coordinated entry, shelter
 - other safe temporary settings and permanent housing;
 - as well as mainstream partners, where people can access housing supports and services
 - reduces unsheltered homelessness



Emergency/Crisis Housing & Crisis Services

Role of Emergency Shelter

What is it?

- Provides low-barrier and immediate access to crisis housing
- All interactions are focused on rapidly exiting households to permanent housing solutions by connecting them to housing support programs and services

Role of Emergency Shelter

What are the goals of shelter?

To provide temporary shelter

- Hostel-like environment (check-in and check out every day)
- Meets basic needs
 - Shower/bathroom
 - Laundry
 - Mail
- Self-directed resource/information and referral
- Light services

OR

To end homelessness

- Resolve housing crises permanently
- Facilitate self-resolution
- Re-house people quickly
- Reduce unsheltered homelessness
- Create better system flow
- Connect people to coordinated entry
- Connect people to housing search and other resources to help stabilize them once housed



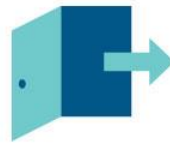
HOUSING FIRST APPROACH



SAFE & APPROPRIATE DIVERSION



IMMEDIATE & LOW-BARRIER ACCESS



HOUSING-FOCUSED, RAPID EXIT SERVICES



DATA TO MEASURE PERFORMANCE

THE FIVE KEYS TO EFFECTIVE EMERGENCY SHELTER



HOUSING FIRST APPROACH

A person's eligibility or level of care, who practices with a Housing First approach so that anyone experiencing homelessness can access shelter without preconditions, make tenants voluntary and stable, people to access permanent housing options as quickly as possible.



SAFE & APPROPRIATE DIVERSION

Provide diversion services to find safe and appropriate housing alternatives to entering shelter through problem-solving, case management, case-finding, community supports, and offering lighter touch solutions.



IMMEDIATE & LOW-BARRIER ACCESS

Ensure immediate and easy access to shelter by lowering barriers to entry and staying open 24/7. Eliminate eligibility and income requirements and other policies that make it difficult to enter shelter or access housing and income opportunities.



HOUSING-FOCUSED, RAPID EXIT SERVICES

Focus services in shelter on helping people to access permanent housing options as quickly as possible.



DATA TO MEASURE PERFORMANCE

Track on data on percentage of exits to housing, average length of stay in shelter, and returns to homelessness to evaluate the effectiveness of the shelter and improve outcomes.

THE FIVE KEYS TO EFFECTIVE EMERGENCY SHELTER



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A person's eligibility or level of care, who practices with a Housing First approach so that anyone experiencing homelessness can access shelter without preconditions, make tenants voluntary and stable, people to access permanent housing options as quickly as possible.



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DATA TO MEASURE PERFORMANCE

Track on data on percentage of exits to housing, average length of stay in shelter, and returns to homelessness to evaluate the effectiveness of the shelter and improve outcomes.

Role of Emergency Shelter

What role does it play in improving system outcomes?

- Ensures immediate access to a safe and decent place to stay for households experiencing homelessness
- Provides housing support 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 Transitional Housing

In limited amounts...


What is it?

- Provides low-barrier, longer-term, and more intensive residential services for **specialized populations with high housing barriers** based on client choice and self-determined goals
- Should serve as short-term crisis housing...with a focus on quick moves to permanent housing
- Facilitates connections to permanent housing and connection to services in the community for particular populations who choose more intensive support services and a longer length of stay in temporary housing – **but should do so in the shortest time possible**

Role of Transitional Housing

What impact does it have on system outcomes?

- TH extends length of time people spend homeless at a higher cost than other interventions.
- Should only be used in limited instances for people who need an intensive and service-rich TH stay
- TH must maintain a Housing First/Low Barrier approach to services and housing connections and serve those with the highest housing barriers



Quick Returns to Housing: RRH, PSH, & Mainstream Housing

Role of **Rapid Exit** (to PH) Problem Solving across the System

What is it?

- When a household is not diverted from shelter/homelessness, the same diversion strategies - **effective problem-solving conversations, that are client-centered, and focus on creative solutions – should continue in the shelter** in order to quickly resolve a household's homelessness.

Role of Rapid Exit (to PH) Problem Solving

What role does it play in improving system outcomes?

- Provides much needed **housing focused, rapid exit services** for all households assessed for housing and support services
- Problem solving is critical for those who will not receive interventions such as rapid re-housing or permanent support housing.
- Creates system flow by moving people from the streets and shelter into permanent housing quickly

Role of Rapid Re-Housing

What is it?

- Helps individuals and families with higher housing barriers quickly exit homelessness and return to permanent housing by providing (when needed):
 - Housing identification
 - Financial assistance, and
 - RRH Case management and services

Role of Rapid Re-Housing

What role does it play in improving system outcomes?

- Creates system flow by moving people with higher housing/tenant barriers from the streets and shelter into permanent housing quickly
- Shortens the length of time people spend homeless
- Decreases returns to homelessness
- Allows for targeted financial assistance which in turns serves more households

Rapid Re-Housing (RRH)
ends homelessness for
families and individuals.

RRH HELPS



FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

The **Core Components** of Rapid Re-Housing help people **find** housing fast, **pay** for housing, and **stay** in housing.

Role of Permanent Supportive Housing

What is it

- Permanent housing with intensive supports targeted to people who are chronically homeless and/or have the highest housing barriers (with disabilities and those with the highest level of vulnerabilities and barriers to maintain permanent housing)

Role of Permanent Supportive Housing

What role does it play in improving system outcomes?

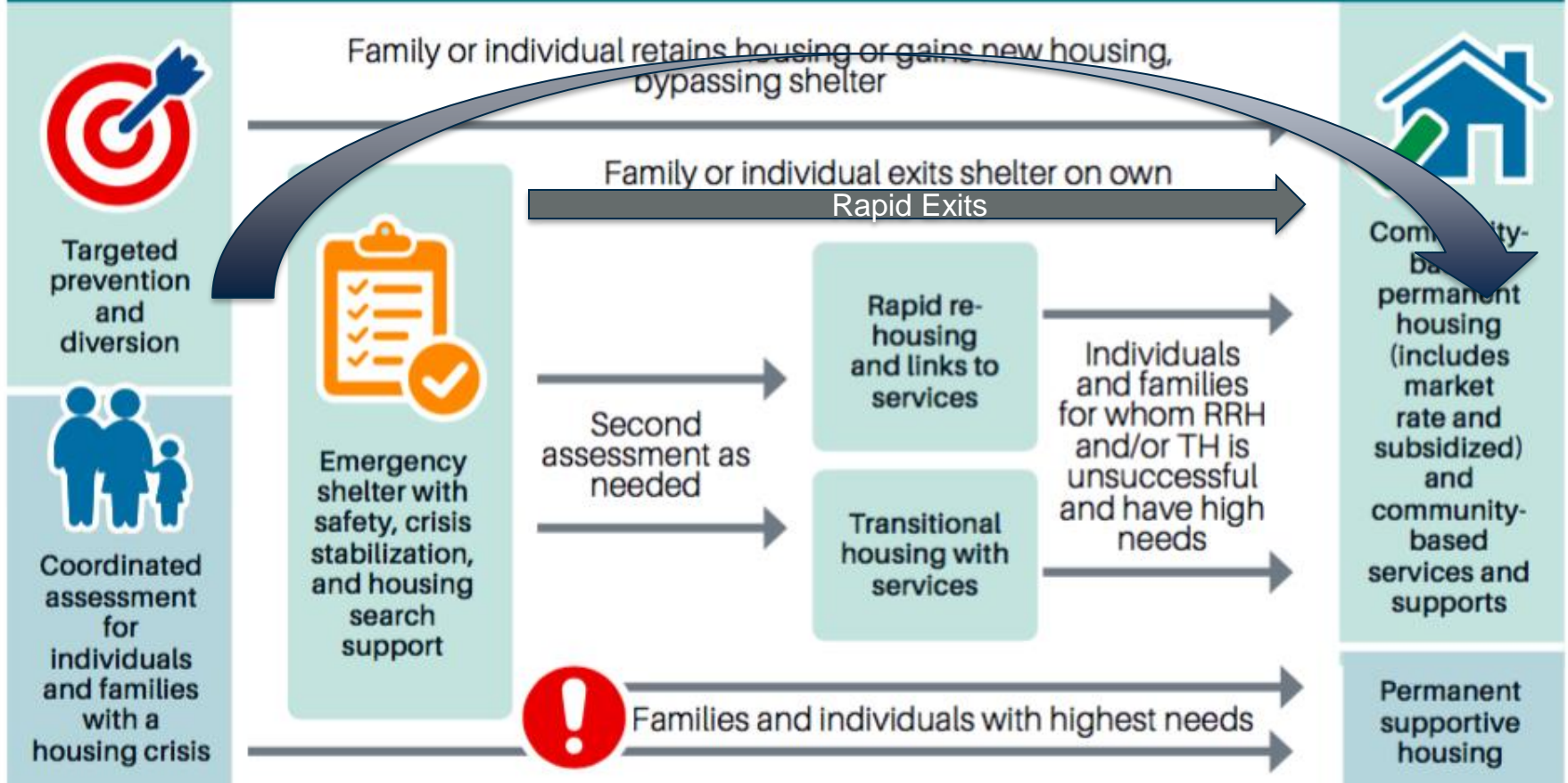
- Provides a permanent housing subsidy and intensive supports for people with the greatest needs
- Decreases returns to homelessness
- Provides a housing solution for people who have been housed through RRH one or more times but show a need for more permanent assistance = (Progressive Engagement)
- Can facilitate a “Move-On” strategy for those who no longer need ongoing intensive support services

RALEIGH/WAKE COUNTY CURRENT INTERVENTIONS

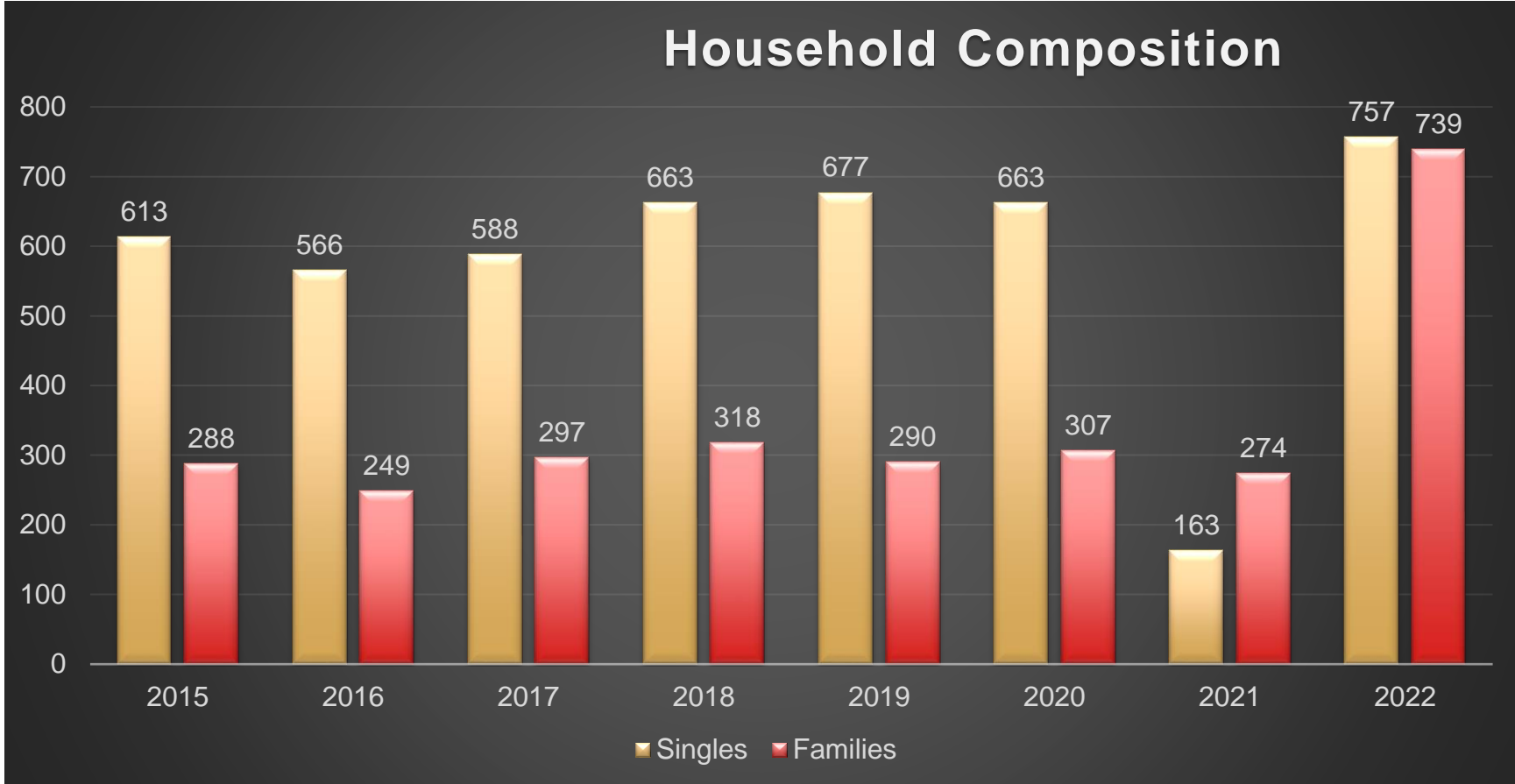
Are we right sized??



Crisis Response System

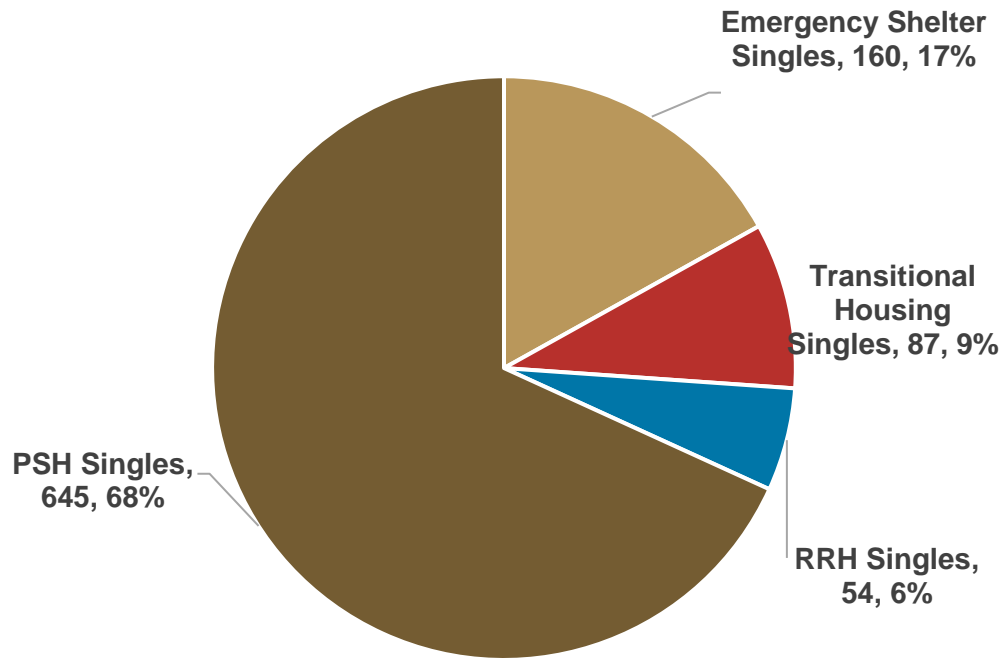


PIT Families vs. Singles



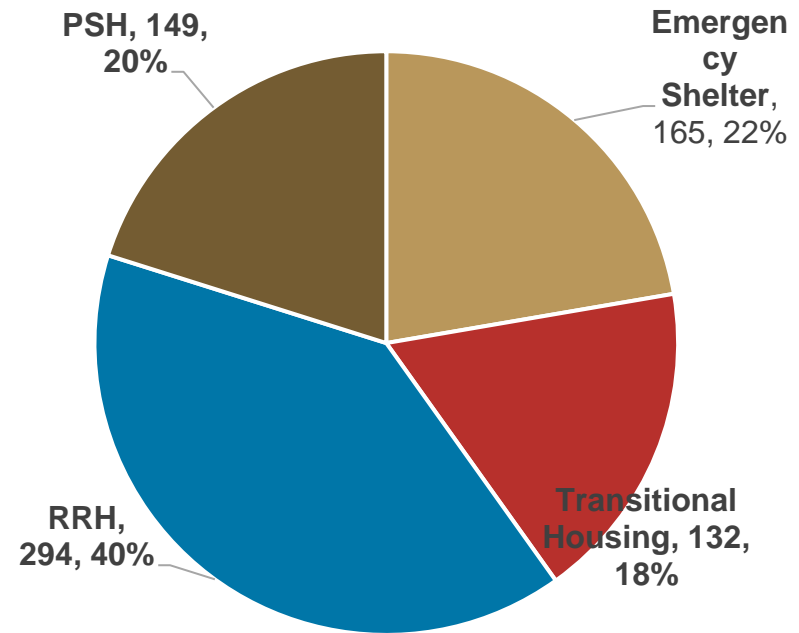
Raleigh/Wake County Bed Inventory 2022

Singles Inventory



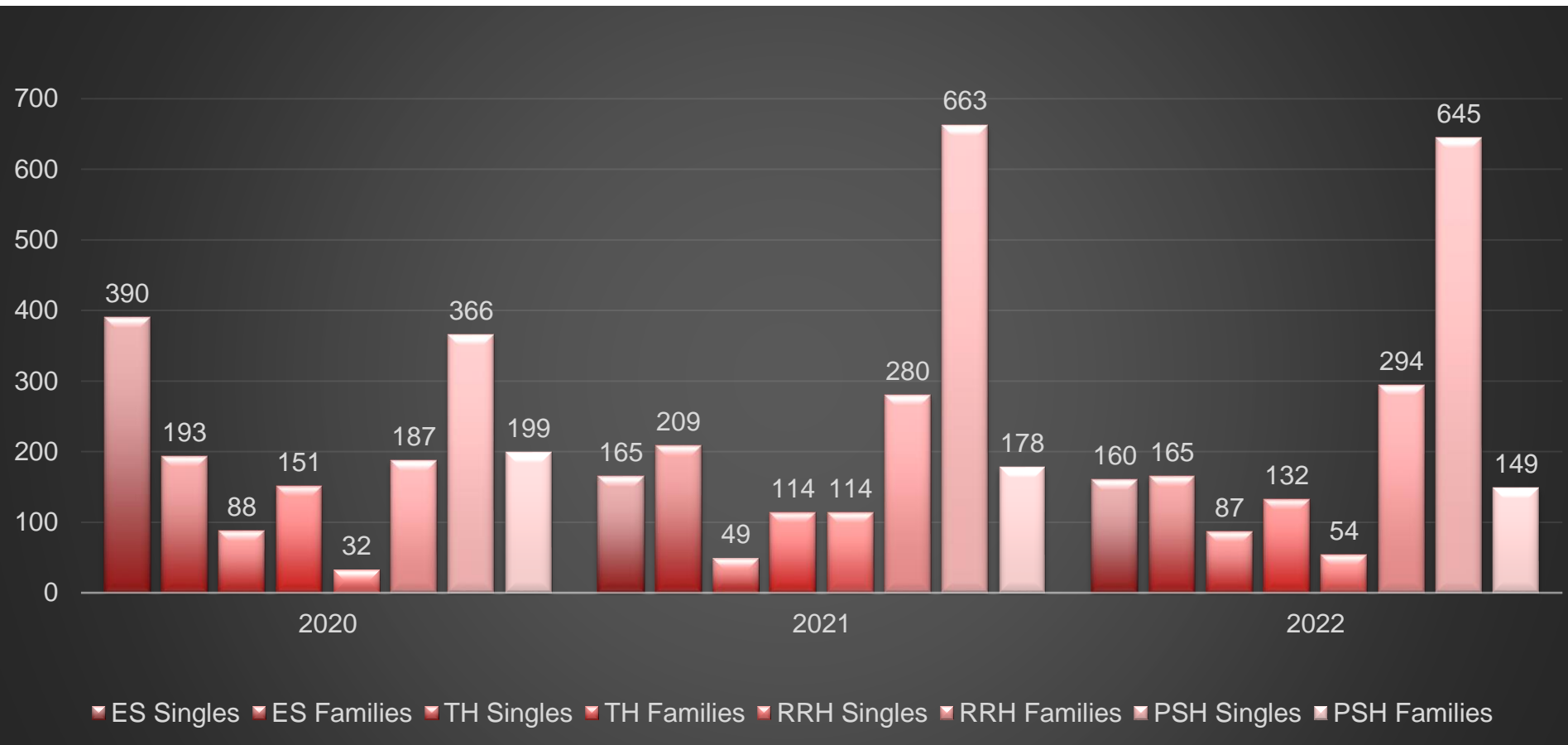
- Emergency Shelter Singles
- Transitional Housing Singles
- RRH Singles
- PSH Singles

Family Inventory



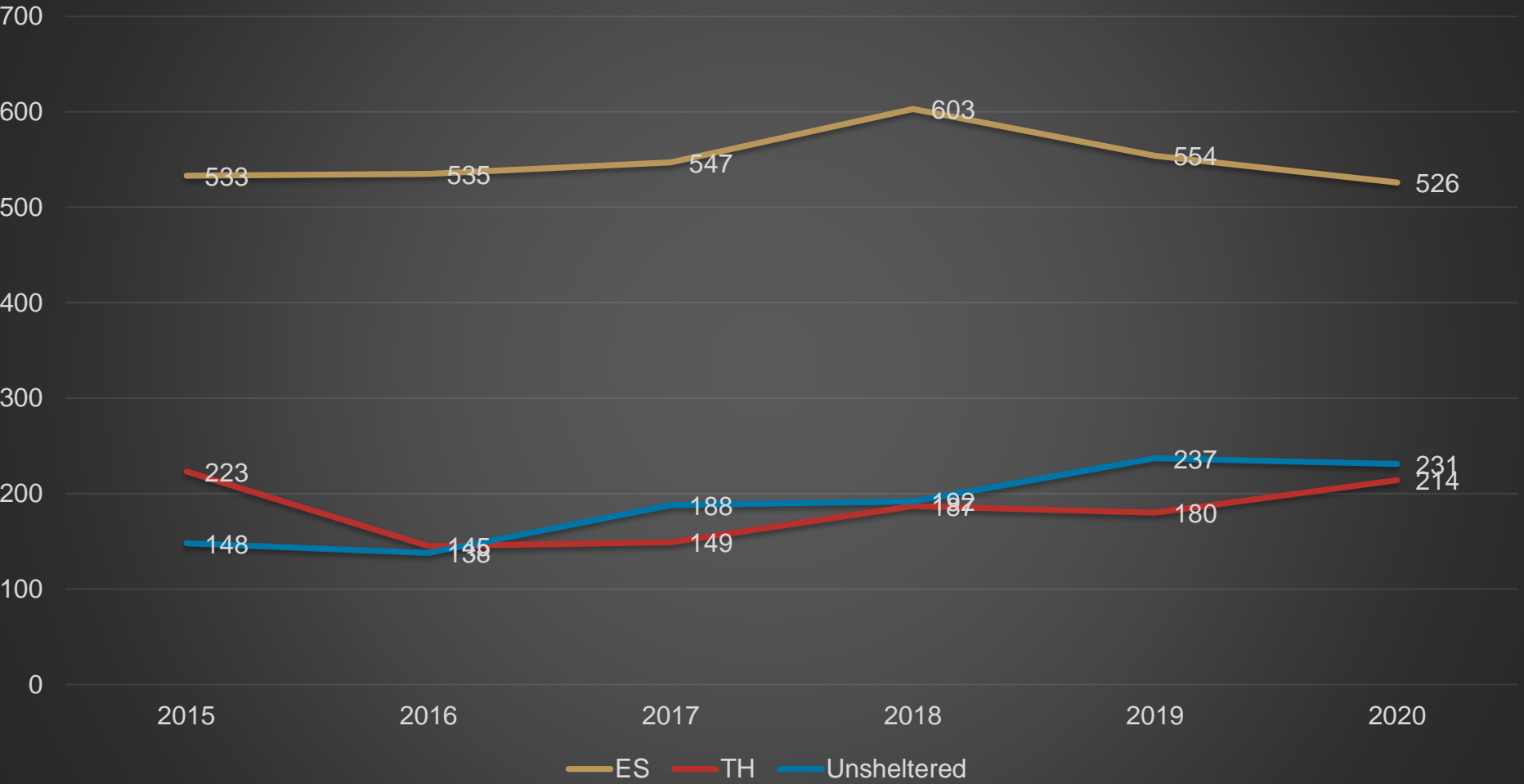
- Emergency Shelter
- Transitional Housing
- RRH
- PSH

Housing Inventory Charts



Raleigh/Wake County Five Year Trend 2015 - 2020

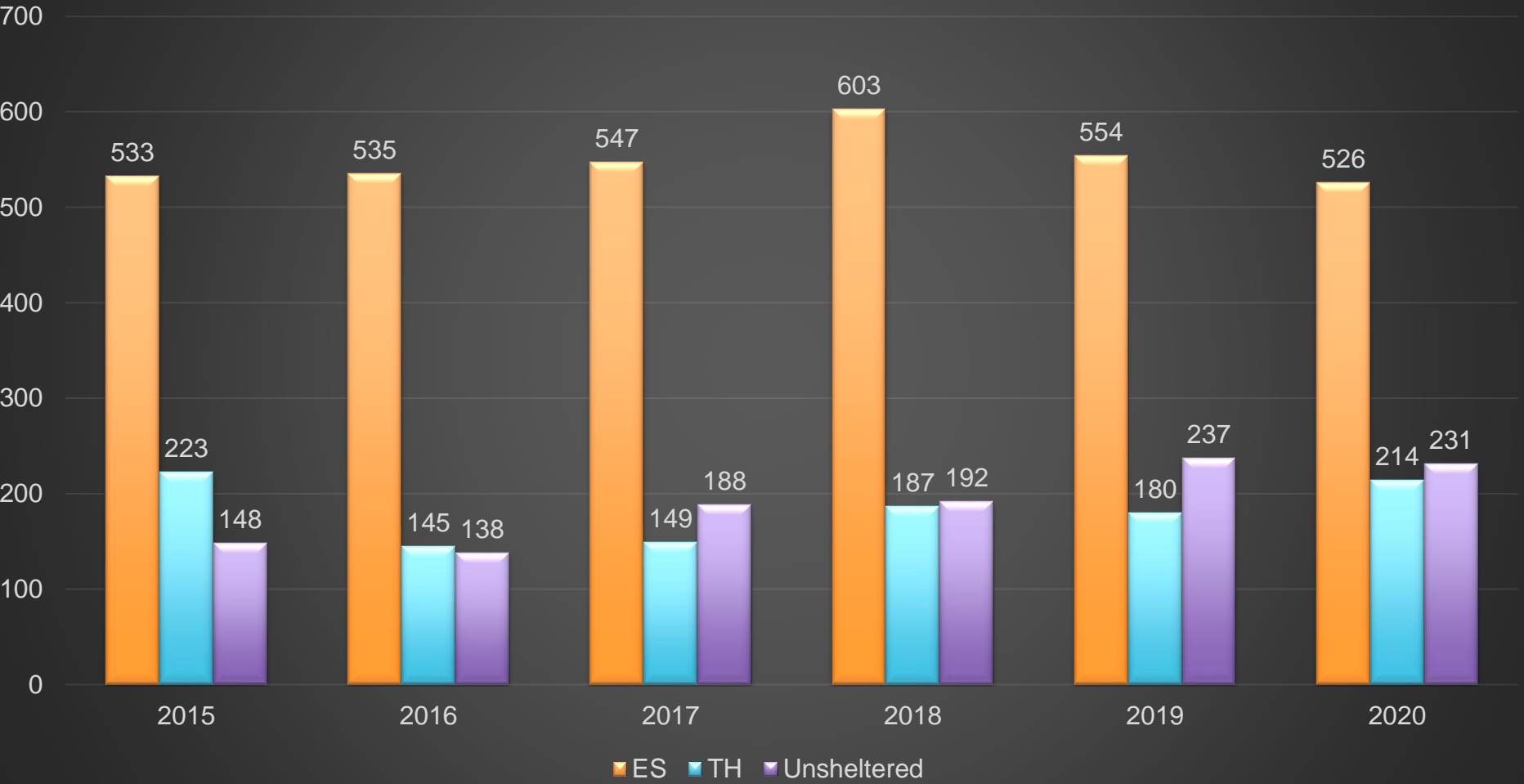
Raleigh/Wake County CoC Homeless Trends



Raleigh/Wake County Five Year Trend

2015 - 2020

Raleigh/Wake County CoC Homeless Trends

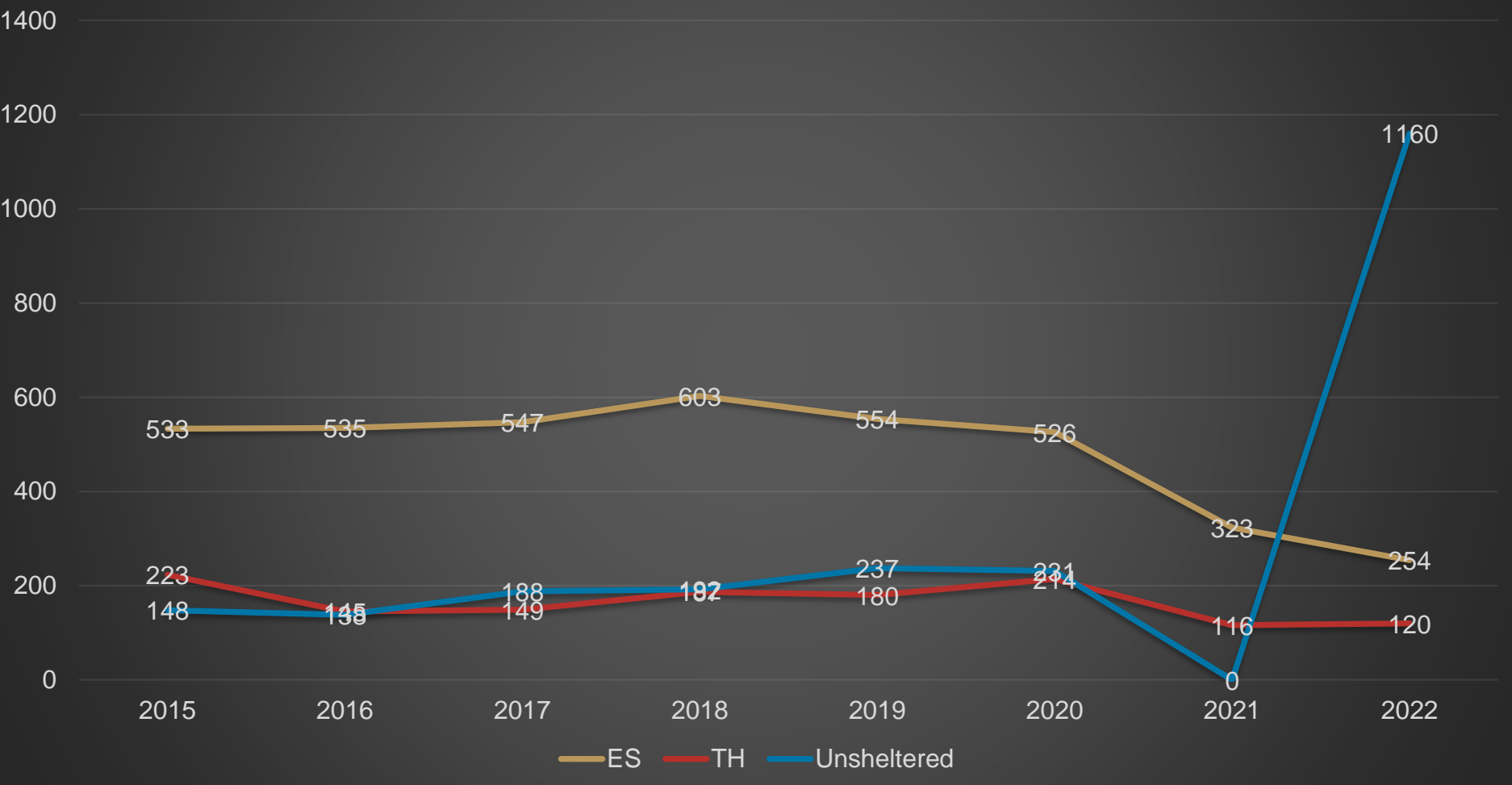


Raleigh/Wake PIT Trends

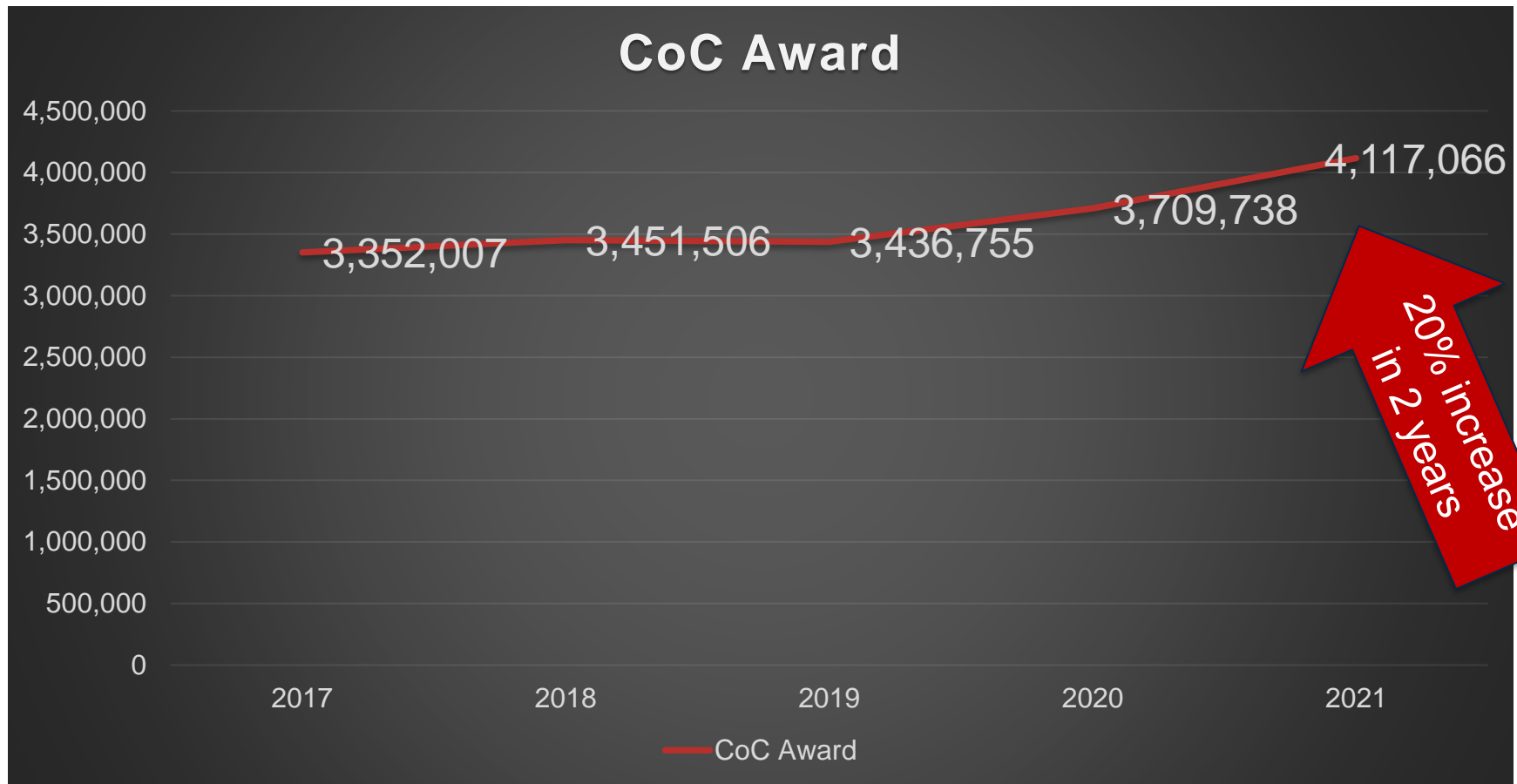
2021 (Unsheltered count not required)

2022 (Unsheltered number based on self reporting)

Raleigh/Wake County CoC Homeless Trends



Raleigh/Wake County CoC Funding Trends



Lunch Break
