

The System Design Clinic Day 2 – Governance Board

A Systems Approach to Ending Homelessness

The NC-507 Raleigh/Wake County Region

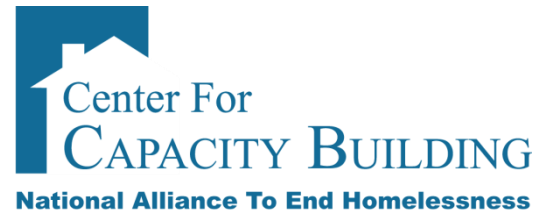
December 1, 2022

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Specialist



National Alliance to
END HOMELESSNESS



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.

Clinic Overview

Solutions and
strategies to end
homelessness

Design a best practice
crisis response system

Critical role of
governance to
implement practice

Day 2 AGENDA

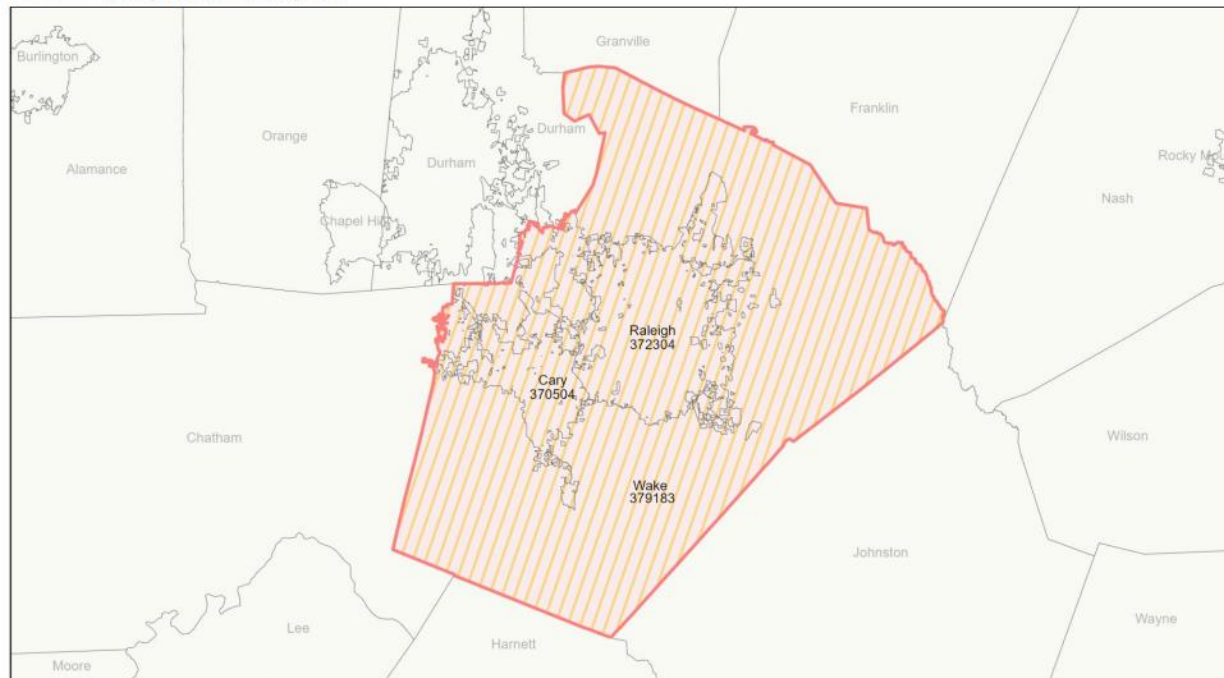
- I. Day 1 Recap**
- II. Governance Role in System Design Planning**
 - a. Governance Responsibilities
- III. Raleigh/WakeCounty Overview**
 - a. Successes and Recommendations
- IV. Outcomes Focused System**
 - a. Using our Data to Create Change
 - b. Change Process Planning
- V. System Flow**
 - a. Where are we stuck?
 - b. Where do we start?
- VI. Planning**
 - a. Where do we go from here?
- VII. Wrap Up**



Important Notes About This Data: This report is based on information provided to HUD by Continuums of Care (CoCs) in the fiscal year 2021 application for CoC Homeless Assistance Programs. HUD has conducted a limited data quality review but has not independently verified all of the information submitted by each CoC. The reader is therefore cautioned that since compliance with these standards may vary, the reliability and consistency of the Housing Inventory and Homeless Count data may also vary among CoCs. Additionally, a shift in the methodology a CoC uses to count the homeless may cause a change in homeless counts between reporting periods. For inquiries about data reported by a specific Continuum of Care, please contact that jurisdiction directly. CoC contact information can be found on the HUD Exchange website (<https://www.hudexchange.info/grantees/contacts/>).

CoC Number: NC-507

CoC Name: Raleigh/Wake County CoC



2021 CoC Boundary 2020 CoC Boundary

Complete the Following Sentences

One minute per answer

- To better end homelessness in Raleigh/Wake County , we need to...
- I believe the role of a Governing body in ending homelessness is to...
- I joined the Raleigh/Wake County Governance Board because...

RECAP

An Effective Crisis Response System



Recap – Your Thoughts About Yesterday

- What was a major take-away from yesterday?
- What is going to be the biggest challenge for our governance board moving forward?

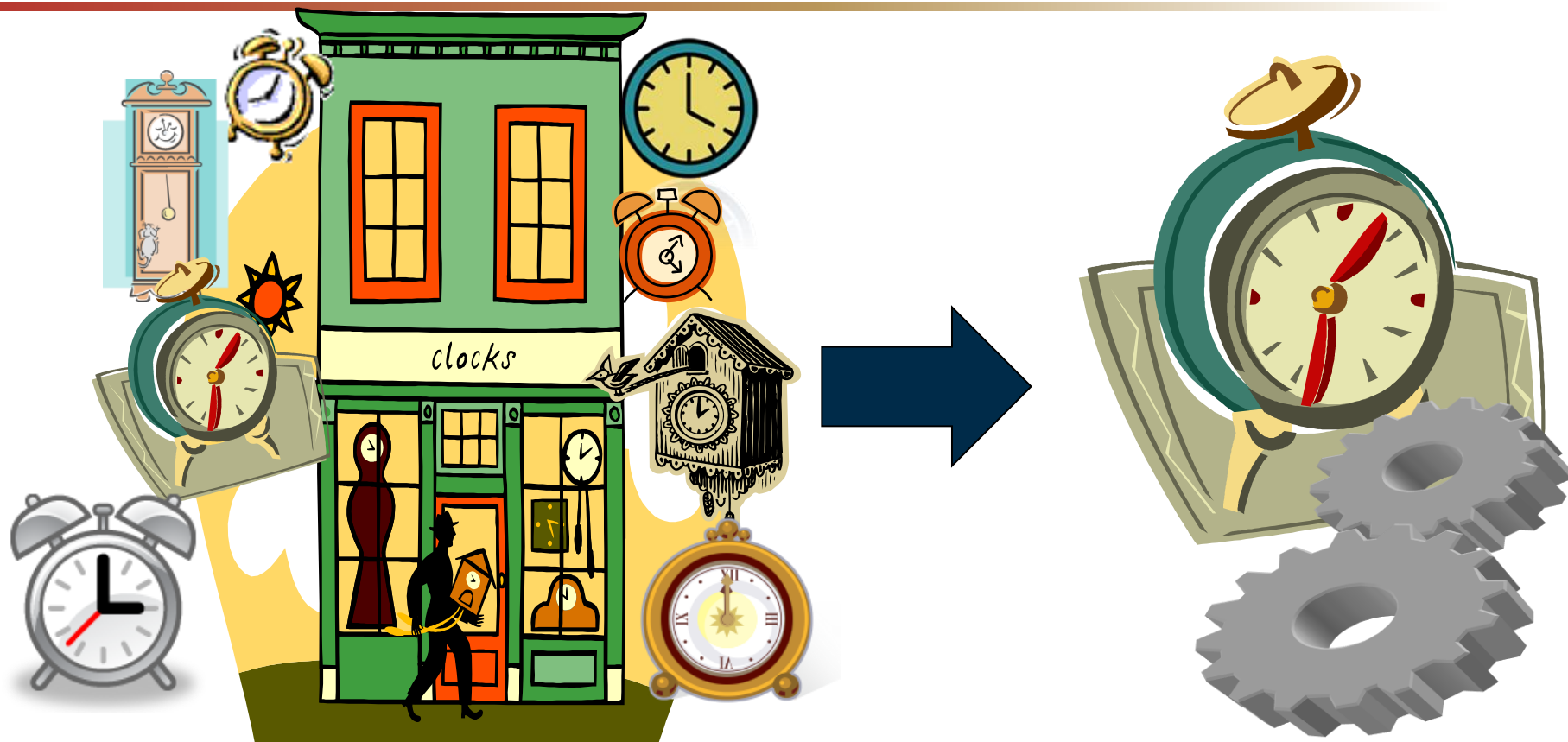
Prioritization for Raleigh/Wake County

To improve system flow in Raleigh/Wake County, I believe we should:

1. **Reimagine the Coordinated Entry System to engage in effective diversion and prioritize people for Shelter, RRH and PSH**
2. **Improve data collection, data quality, and data-driven decision making**
3. **Invest in Diversion/Problem Solving across the system**
4. **Improve and Right Size Crisis Housing (ES and TH)**
5. **Scale up and Improve Rapid Re-Housing**
6. **Ensure Permanent Supportive Housing is prioritized for those with highest barriers, and includes move-on strategies**
7. **Make Funding Decisions across ALL funding resources using System Performance Standards to support strategies/projects with system flow outcomes to determine new funding or reallocations**

The Homeless Response System

A Systemic Approach



COC GOVERNANCE



Governance is Established to Operate the CoC

The local “Homeless Assistance System” including all providers; not referring to just CoC funding

“A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness.”

Stanford SOCIAL
INNOVATION REVIEW

Channeling Change: Making Collective Impact Work



Collective Impact

LARGE-SCALE SOCIAL CHANGE REQUIRES
BROAD CROSS-SECTOR COORDINATION,
YET THE SOCIAL SECTOR REMAINS
FOCUSED ON THE ISOLATED INTERVENTION
OF INDIVIDUAL ORGANIZATIONS.

BY JOHN KANIA & MARK KRAMER

Illustration by Martin Jarrie

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Collective Impact

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communications
- Backbone Support Organizations

- Common Agenda
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“ ...individuals and families who become homeless return to permanent housing within 30 days.

“ Homelessness will be rare, brief, and non-recurrent.

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations

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

- Common Agenda
- Shared Measurement Systems
- Mutual Reinforcement Across Communication
- Backbone Support Organizations

Housing

Diverse & Targeted
Programs, Outreach

Emergency/Crisis Housing
and Crisis Services

REH, and Mainstream
Housing Options

Coordinated Entry &
Problem Solving

Data-Driven Decisions

Racial Equity Lens

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations



Activity: CoC Messaging

Homelessness is Rare, Brief and One Time

At your table identify:

1. Group you want to message
2. 3 key phrases that can communicate to that group the role of the CoC system

- Common Agenda
- Shared Measurement Systems
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organizations

Strategic Direction

Facilitate Dialogue

Data Collection/Analysis

Communication

Community Outreach

Mobilize Funding



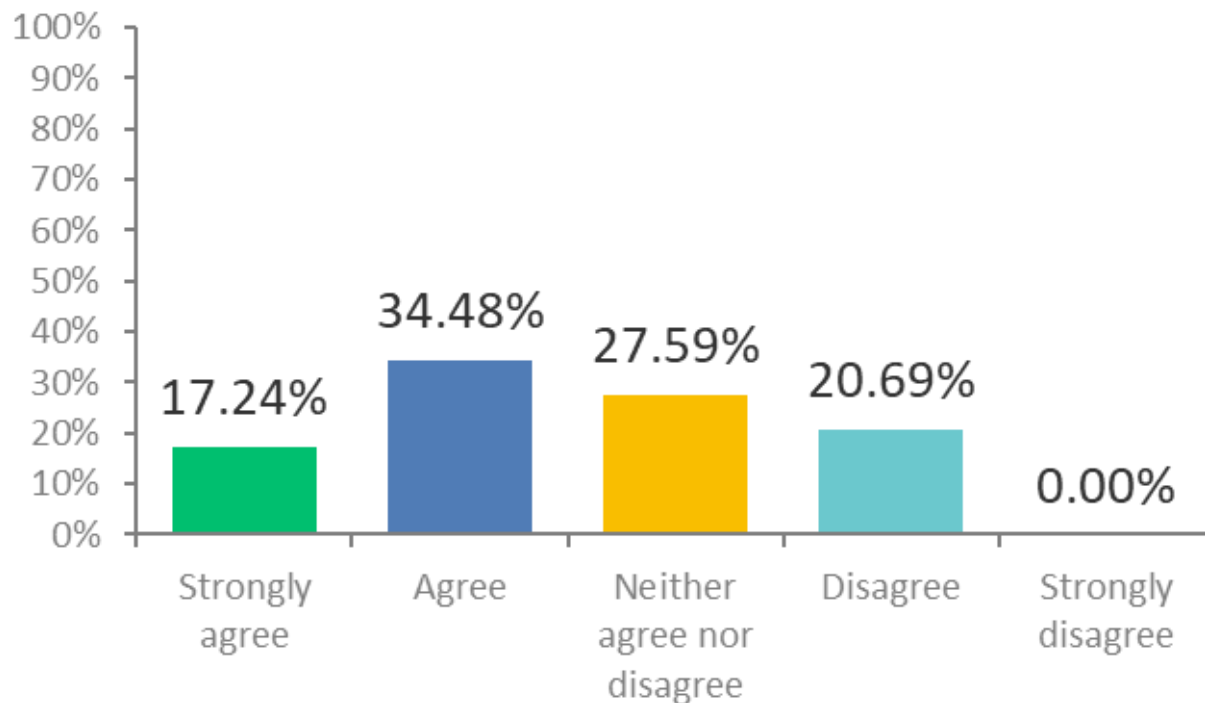
National Alliance to
END HOMELESSNESS

From Channeling Change: Making Collective Impact Work,
Stanford Social Innovation Review

ENDHOMELESSNESS.ORG

CoC Operations

Our Continuum of Care (CoC) has a Governance Board. The role and structure of the Governance body is clear, and I understand how decisions are made on behalf of the CoC. (Leadership)



CoC Operations

1. Hold meetings at least semiannually
2. Invite members publicly
3. Adopt a written process to select a Board
4. Appoint committees, subcommittees, and workgroups
5. Lead all efforts through a racial equity lens
6. Adopt a governance charter
7. Evaluate CoC **and ESG projects**
8. Establish written standards for providing assistance

CoC Operations Cont...

- 9. Establish systemic performance goals, incentivize performance, and reallocate to high performing providers**
10. Prepare Federal Funding Applications – Establishing Priorities & Strategies
11. Establish, operate, and continuously improve Coordinated Entry
12. Using data, coordinate system resources to address needs of the homeless

Grade Your Current Governance



Effective Governance – Better Practices



- CoC Board **must** include people who is homeless or has recent (less than 2 years) lived experience
- Board Chair should not be a homeless service provider
- Racial diversity among leadership/governance-- Make up of governance should reflect the racial disproportions of homelessness
- Lead Agency and/or Collaborative applicant should not be a homeless service provider
- Backbone support organization (the Partnership) is not the Board; they provide advice and guidance to the governance board.

Effective Governance



Board - large enough to be representative but not too large to get stuff done

No constituency has more than 30-35% of seats

Clarity about authority, roles, and responsibilities

Subcommittees make recommendations to Board for acceptance/adoption (or not)

Any conflicted board members should recuse themselves in ALL votes taken

Develop structure and adjust

Obstacles Leading to Ineffective Governance

- Members who are not regularly engaged in activities
- Members who do not have authority to set system-wide policy, vision, and direction
- A body that only makes funding recommendations versus year-round engagement in system improvement
- Lack of racial diversity among board and CoC members

Obstacles Leading to Ineffective Governance

Cont...

- Micromanaging and inadequate resources for staff support
- Lack of transparency/clarity around decision making; reluctance to make difficult decisions
- Lack of data driven decision making
- No shared performance benchmarks and outcome measures
- **Resistance to change**

HOW ARE WE DOING IN RALEIGH/WAKE COUNTY?



Progress Made in Raleigh/Wake County in past three years

1. Establishing a Governance Board with identified responsibilities and a written governance charter
 - Clarity in role of Governance vs. role of Lead Agency
2. Increased clarity between the role of CoC Board and CoC Lead Agency (with HUD TA support)
3. Policies and procedures have been developed for Coordinated Entry as well as other interventions

Progress Made in Raleigh/Wake County in past three years

4. Significant increase in HUD CoC funding in past two years. Increase in scoring and ability to fund new projects
5. Homeless response system has increased RRH capacity in past year with a significant amount of funds dedicated to the intervention
6. Planned training to establish effective diversion strategies and increase performance of RRH and ES
7. Migration to a more effective HMIS system
8. Gaps analysis completed by HUD TA

Summary of Issues

- Service Interventions are siloed and lack a strategic response to large community issues – no system flow
 - Long LOS, few exits to PH from shelters, TH, and RRH
 - High returns to homelessness
 - Significant numbers of unsheltered persons (and lack of clarity about the unsheltered number)
- Need a governance structure focused on transparent decision-making, resource allocation, and policy making
- Focus (as observed) in CoC meetings less on solving homelessness and using data for system change
- Current lead agency not supported in driving system change efforts across programs to track and improve system performance
- Call center operates as a housing call center and is not functioning as a Coordinated specific to the homelessness system.
- Coordinated Entry needs improved policy for prioritization and assignment to interventions
- Data is not currently used to guide and track system performance and program level performance for strategic decision making

2021 Plan



Focus Area



EFFECTIVE SYSTEM RECOMMENDATIONS

Where do we go from here?



Effective System Recommendations

- Robust Governance Structure and Performance Management that sets clear priorities and focuses meeting on those priorities
- Leveraging and Coordinating Resources and Funding for Right Sizing the System
- Ensuring Efficiency and Realigning Existing Interventions to Create System Flow
- Making Data Work for the Community

Robust Governance and Performance Management

1. Finalize the Governance charter, and the Governance members for 2023.
2. Continue to revisit the relationship between the CoC Board and the Lead agency role to define roles, clarify decision-making processes, and enable data-driven and outcome focused policy making
3. Clearly define the roles and functions of members and committees; ensure that one entity does not chair more than one committee

Robust Governance and Performance Management

4. Implement updated performance and improvement process that informs strategic decisions and ensure right combination of strategies and resources to end homelessness
5. Once performance measures established are, Governance Board should implement performance improvement plan process

Leveraging and Coordinating Resources and Funding

6. Create a funding collaborative structure that aligns all funding resources and services to right size the system and serve the most vulnerable

Ensuring Efficiency and Realigning Existing Interventions

7. Adopt a system-wide Housing Focused approach
8. Continue development and implementation of coordinated entry with emphasis on diversion
9. Create a strategy to reduce and end unsheltered homelessness
10. Re-design emergency shelters to adopt and operationalize key elements of effective emergency shelter (inflow and outflow)

Ensuring Efficiency and Realigning Existing Interventions

11. Conduct assessment of current PSH inventory and develop a “Move On” strategy
12. Evaluate Current Rapid Re-Housing programs to ensure adherence to national benchmarks and standards, including efficiency of current operations – and use as primary intervention to end homelessness for all persons



Brain Breaks

Making Data Work for the Community

13. Develop a dashboard using HMIS to track progress for all interventions to measure system flow improvements and outcomes
14. Provide regular (at least quarterly) system and program outcomes report for governance to analyze system effectiveness and adjust strategies and right size the system
15. Continue the HMIS mitigation with ongoing guidance, training, and support for all provider staff to ensure data integrity

AN OUTCOMES FOCUSED SYSTEM

DATA DRIVEN PLANNING

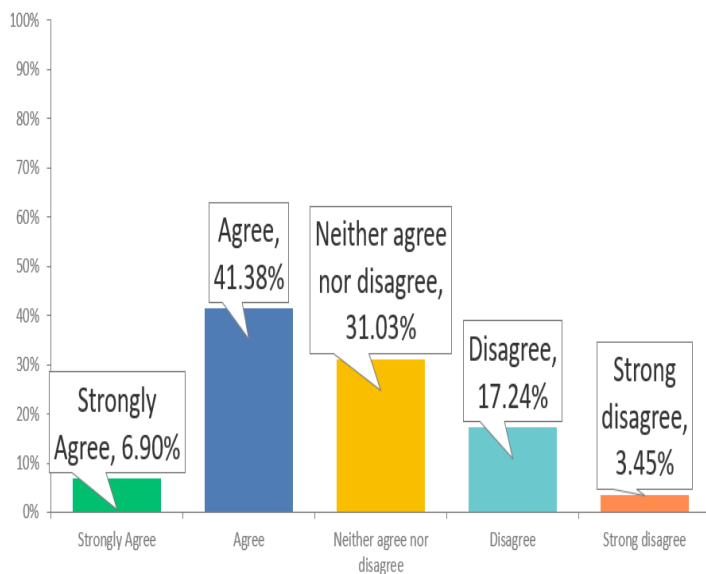


Does the Governance Board use HMIS data to evaluate programs and interventions and make changes accordingly

Leadership

Our community routinely reflects on data from either our Homeless Management Information System (HMIS) or other case management software to understand who we are serving and how effectively they are being served and makes adjustments to our service delivery accordingly.

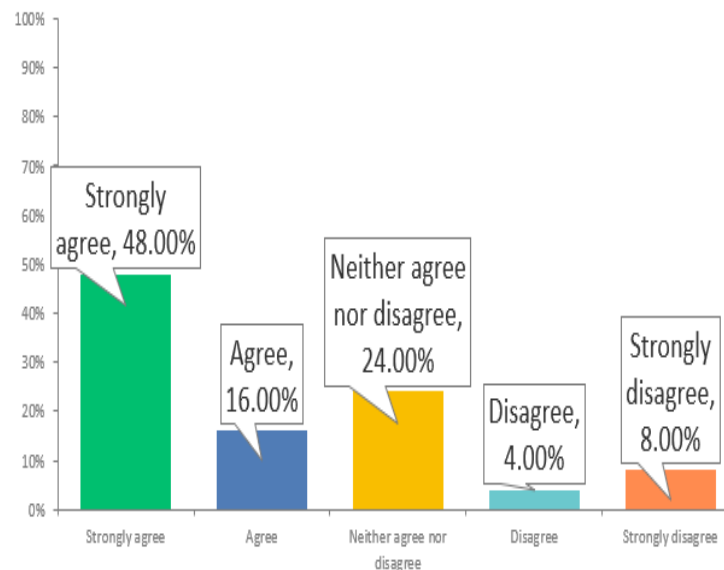
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Providers

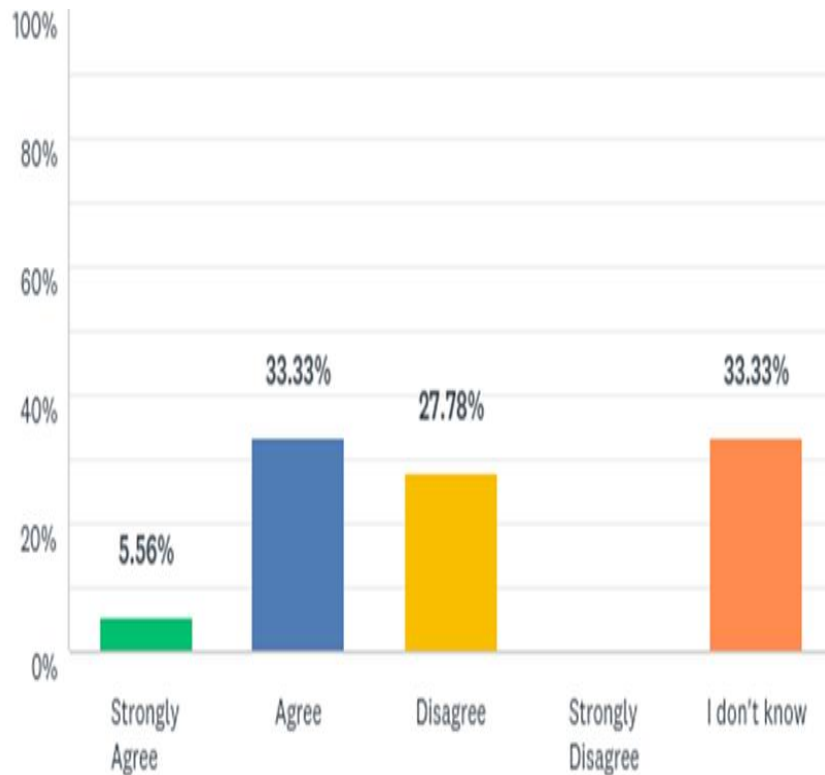
As a community, we routinely reflect on data from either our HMIS or other case management software to understand who we are serving and not serving well and make adjustments to our service delivery.

Answered: 25 Skipped: 0

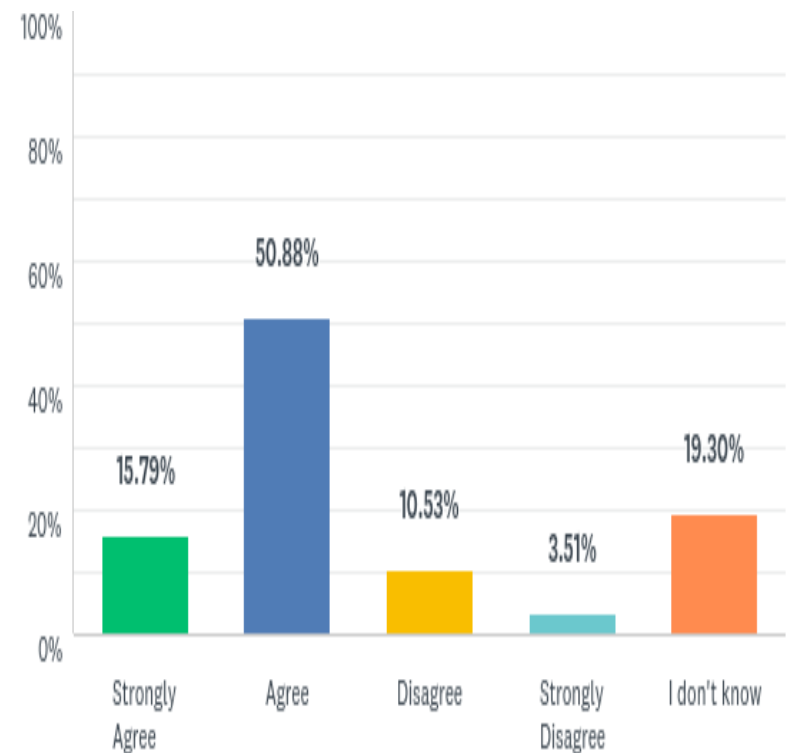


Our community routinely reflects on data to understand who we are serving and not serving and makes adjustments to our system accordingly.

Community Leaders

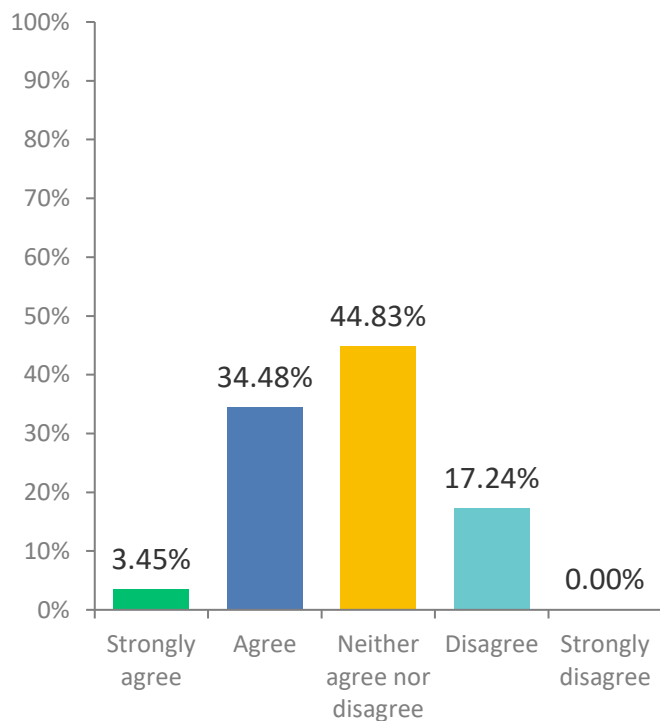


Providers

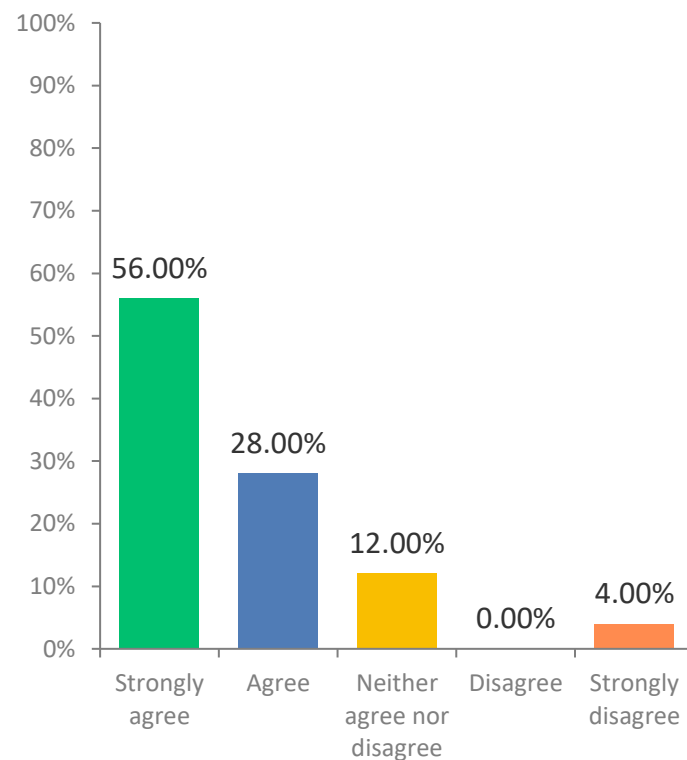


Homeless services providers are held accountable for helping program participants achieve their outcomes.

Leadership

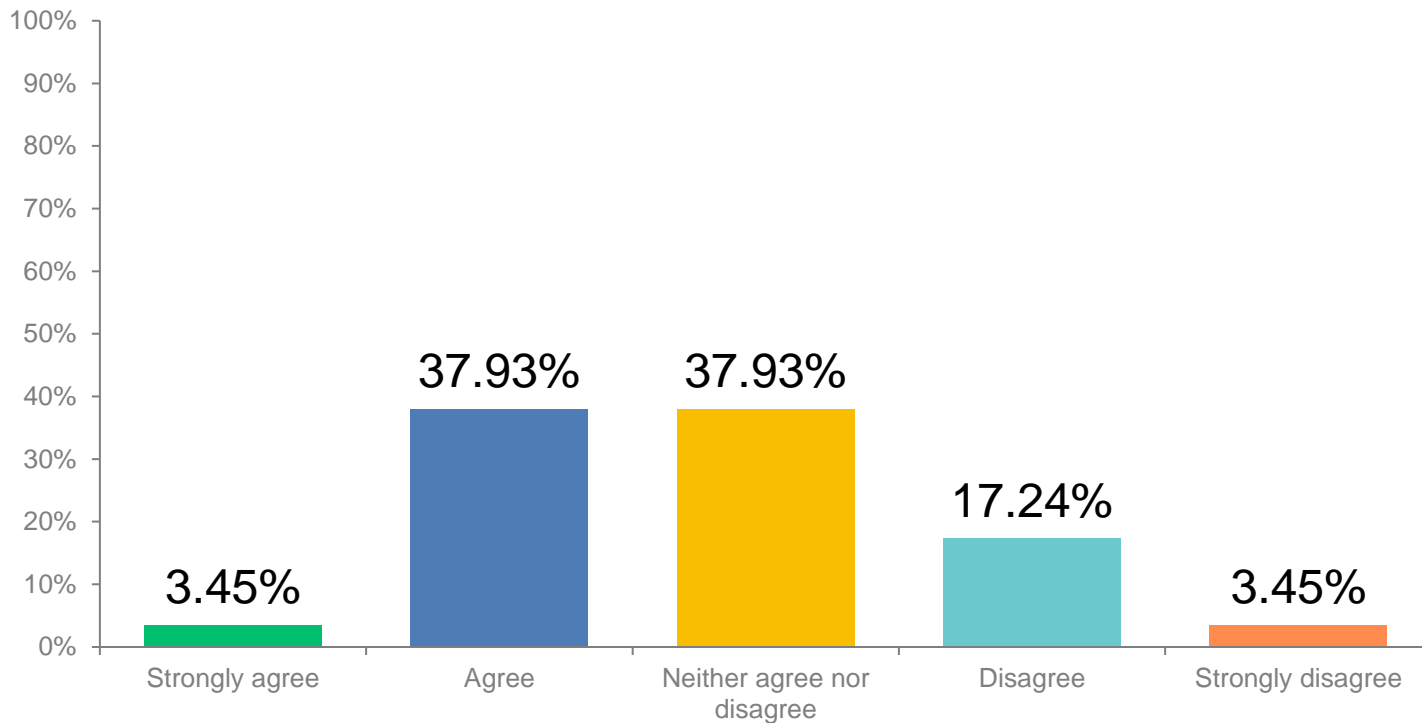


Providers



The community has a periodic review process, outside of the regular annual funding competitions- to evaluate its homeless strategies and determine effective allocation of resources. **LEADERSHIP**

• Answered: 29 Skipped: 0



CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
1E. Project Review, Ranking, and Selection			
<p>1E-2. and 1E-2a. Project Review and Ranking Process Your CoC Used in Its Local Competition.</p> <p>These questions assessed whether your CoC used objective criteria and past performance to review and rank projects based on required attachments.</p> <ol style="list-style-type: none"> At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH). At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness). Used data from a comparable database to score projects submitted by victim service providers. Used objective criteria to evaluate how projects submitted by victim service providers improved safety for the population they serve. Used a specific method for evaluating projects based on the CoC's analysis of rapid returns to permanent housing. Specific severity of needs and vulnerabilities your CoC considered when ranking and selecting projects; and 	VII.B.2.a., 2.b., 2.c., 2.d.	22	20

2. CoC Scoring Summary (from FY 2021 CoC NOFO)

Scoring Category	Maximum Score (Points)	Your CoC Score (Points)
1B. and 1C. CoC Coordination and Engagement	74.5	61.5
1D. Addressing COVID-19 in the CoC's Geographic Area	21.5	20.5
1E. Project Capacity, Review, and Ranking	30	27
2A. Homeless Management Information System	11	7.5
2B. Point-in-Time Count	3	3
2C. System Performance	23	17
3A. Coordination with Housing and Healthcare Bonus Points	10	0
Total CoC Application Score*	172	126.5

*The total does not include bonus scores.

3. Overall Scores for all CoCs

Highest Score for any CoC	168.25
Lowest Score for any CoC	60.25
Median Score for all CoCs	143
Weighted Mean Score** for all CoCs	155.5

**The weighted mean score is the mean CoC score weighted by Annual Renewal Demand. CoCs that scored higher than the weighted mean score were more likely to gain funding relative to their Annual Renewal Demand, while CoCs that scored lower than the weighted mean were more likely to lose money relative to their Annual Renewal Demand.

Which projects are helping to reduce homelessness?

Committee Assignment
Governance assigns work to committees

Homelessness

Reduce unsheltered homelessness

Reduce length of time people experience homelessness

Increase exits from the homeless system to permanent housing

- Are you focused on diverting people from shelter to safe alternatives?
- Are projects aligned with Housing First?
- How does your community prioritize the most vulnerable?
- Do you have enough rapid re-housing? AND are we making good use out of what we have?
- Do we have enough crisis beds?
- Is transitional housing being used for the people who need it most?
- Which projects are performing well on these outcomes?
- Which projects are creating bottlenecks in system flow
- Which projects are the most cost-effective?

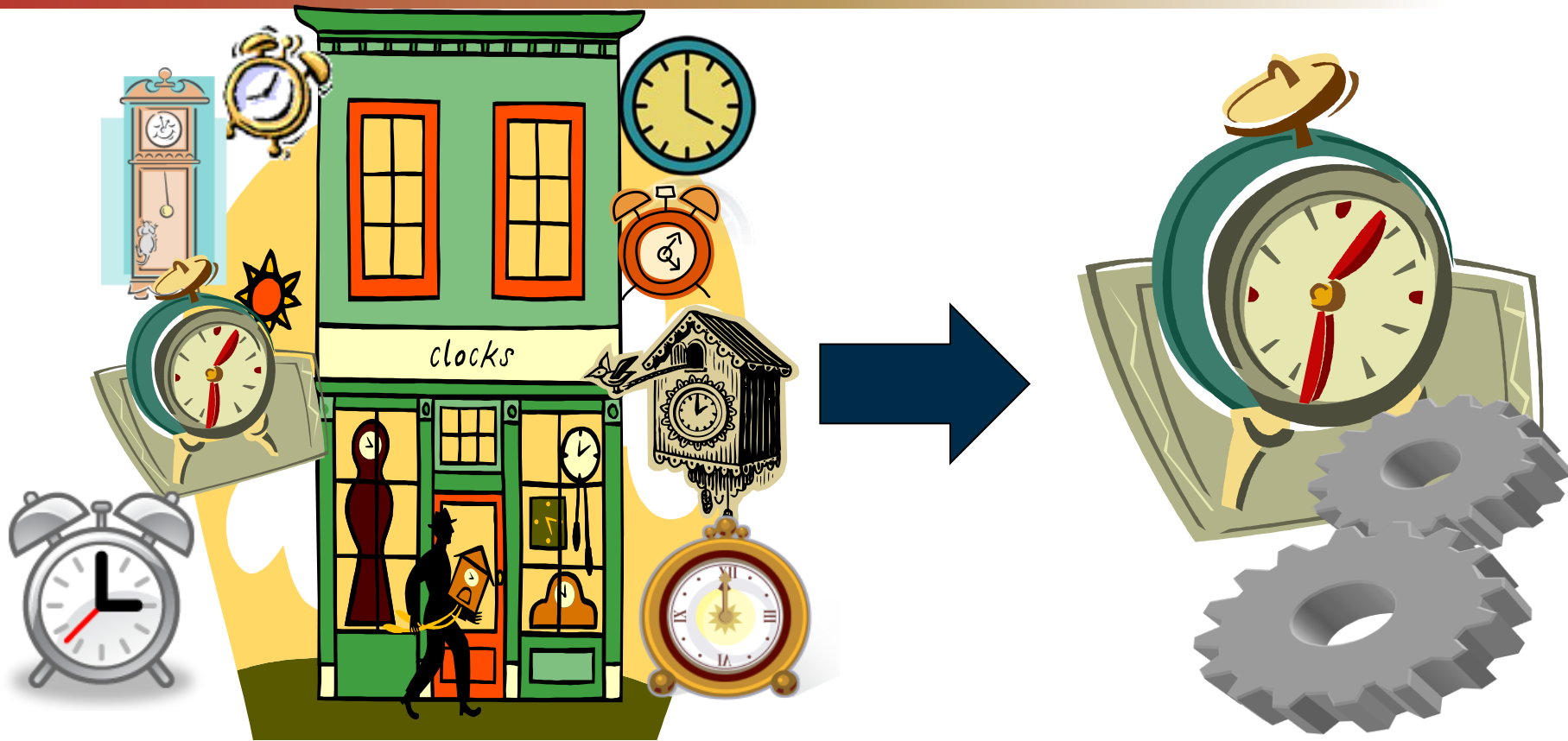
What Are the Pre-Determined Outcomes?

Shelter Outcomes?

Rapid Re-Housing Outcomes?

A Crisis Response System

A Systemic Approach





WHAT IS AN EFFECTIVE HOMELESS RESPONSE SYSTEM? A QUICK REVIEW



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

House people as quickly as possible and

divert people from imminent homelessness whenever possible



Effective, Efficient, and Equitable 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
- Race demographics represent the larger community



Elements of an Effective, Efficient and Equitable Homeless Response System

- **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

Effective Homeless Response System: Increase System Flow

System Flow:

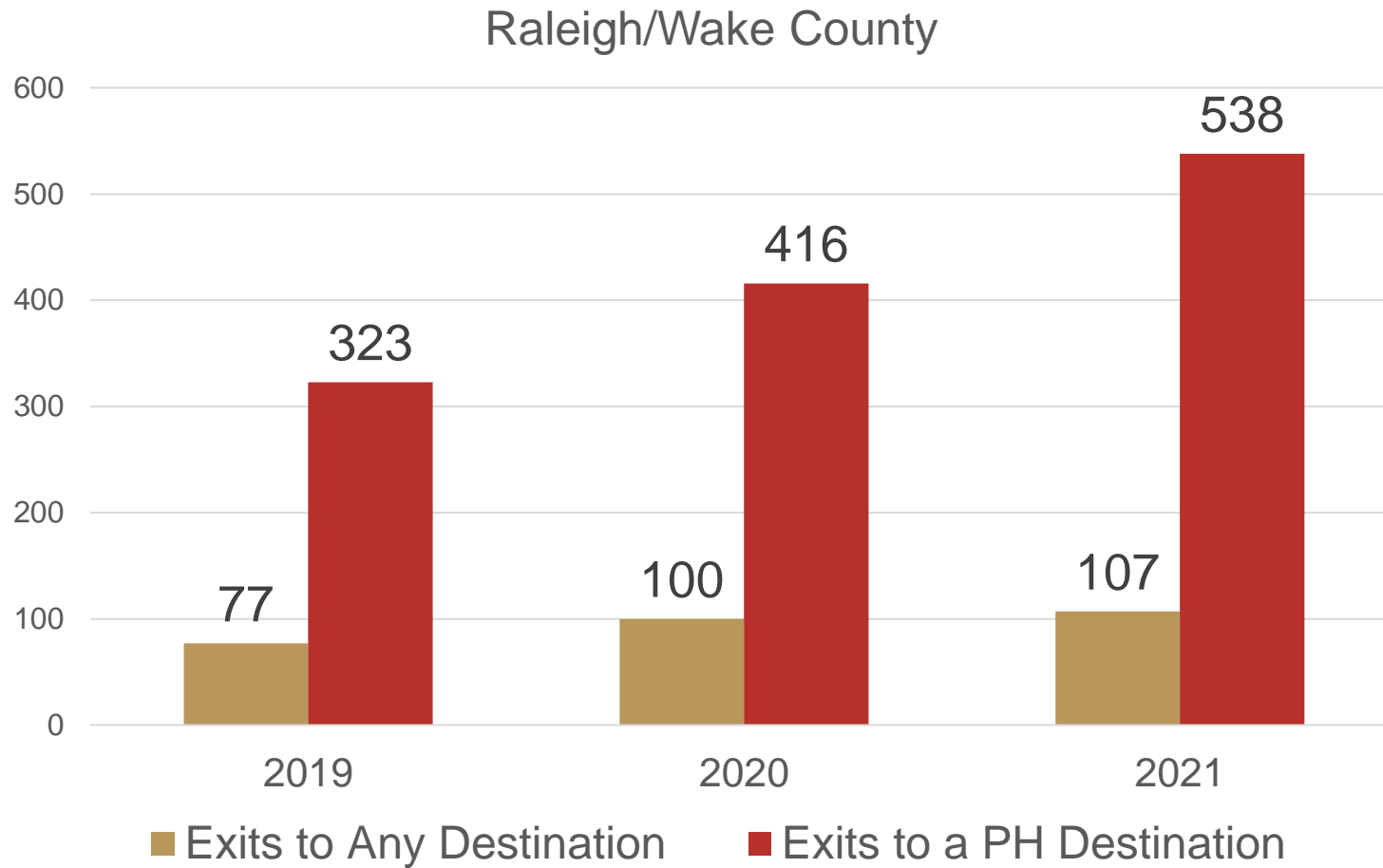
An efficient and coordinated process that moves people from homelessness to housing as quickly as possible



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

Is our system stuck?



Effective Homeless Response System: Performance

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

Building a Better System



RALEIGH/WAKE COUNTY COC

PRIORITIES TO IMPROVING SYSTEM FLOW AND PERFORMANCE



Prioritization for Raleigh/Wake County

To improve system flow in Raleigh/Wake County, I believe we should:

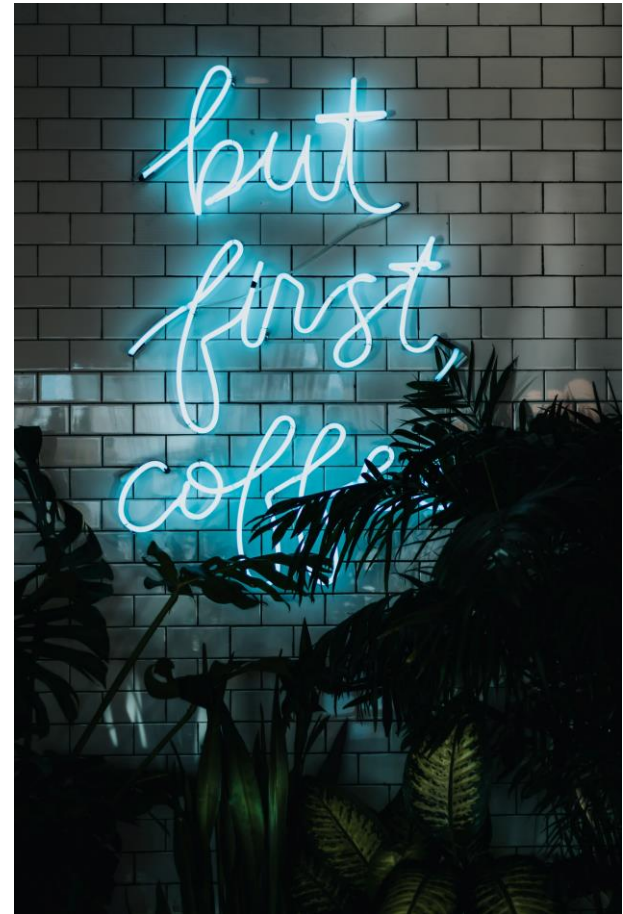
1. Reimagine the Coordinated Entry System to engage in effective diversion and prioritize people for Shelter, RRH and PSH
2. Improve data collection, data quality, and data-driven decision making
3. Invest in Diversion/Problem Solving across the system
4. Improve and Right Size Crisis Housing (ES and TH)
5. Scale up and Improve Rapid Re-Housing
6. Ensure Permanent Supportive Housing is prioritized for those with highest barriers, and includes move-on strategies
7. Make Funding Decisions across ALL funding resources using System Performance Standards to support strategies/projects with system flow outcomes to determine new funding or reallocations

System Design Clinic Priority Areas

1. Invest in Diversion/Problem Solving across the system
2. Reimagine the Coordinated Entry System to engage in effective diversion and prioritize people for Shelter, RRH and PSH
3. Scale up and Improve Rapid Re-Housing

CONSIDER:

- Improve Data Collection and Reporting for Data Driven Decision Making and set Benchmarks
- Create a Funders Collaborative that uses program standards and benchmarks to make funding decisions



Coordinated Entry & Problem-Solving

- Create community buy-in to Coordinated Entry
- Have a solid P&P draft, consider making small changes to:
 - Annual evaluation of BNL effectiveness (e.g., purging)
 - Access points
 - Assessment timing
 - Identifying racial disparity
- Rethink prioritization
 - Not enough resources for everyone being assessed
 - A waiting list is not client-centered, what then
 - Don't use prioritization to bucket into non-available permanent housing interventions
 - Can use VISPDAT but with less "weight" and using data to reveal need and consider other factors (community-wide, transparent process)
- Rethink Messaging Around CES/System Resources

Ramp up Rapid Re-Housing

- Where can we reallocate?
- Aligning practice across providers using best practice.
- Ensure that capacity aligns with populations
- Build capacity/support/find mentors for organizations to take on RRH
- RRH will:
 - Creates system flow
 - Shorten the length of time people spend homeless
 - Decrease returns to homelessness
 - Allow for targeted financial assistance which in turns serves more households

Improving Data Collection, Quality, & Analysis

- Establish performance benchmark & goals
 - Reduce first time homelessness
 - Reduce length of time homeless
 - Increase exits to permanent housing
 - Reduce returns to homelessness
 - Other community performance measures
- Incentivize/hold accountable participation when required



THE FRAMEWORK THAT DRIVES THE WORK



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**

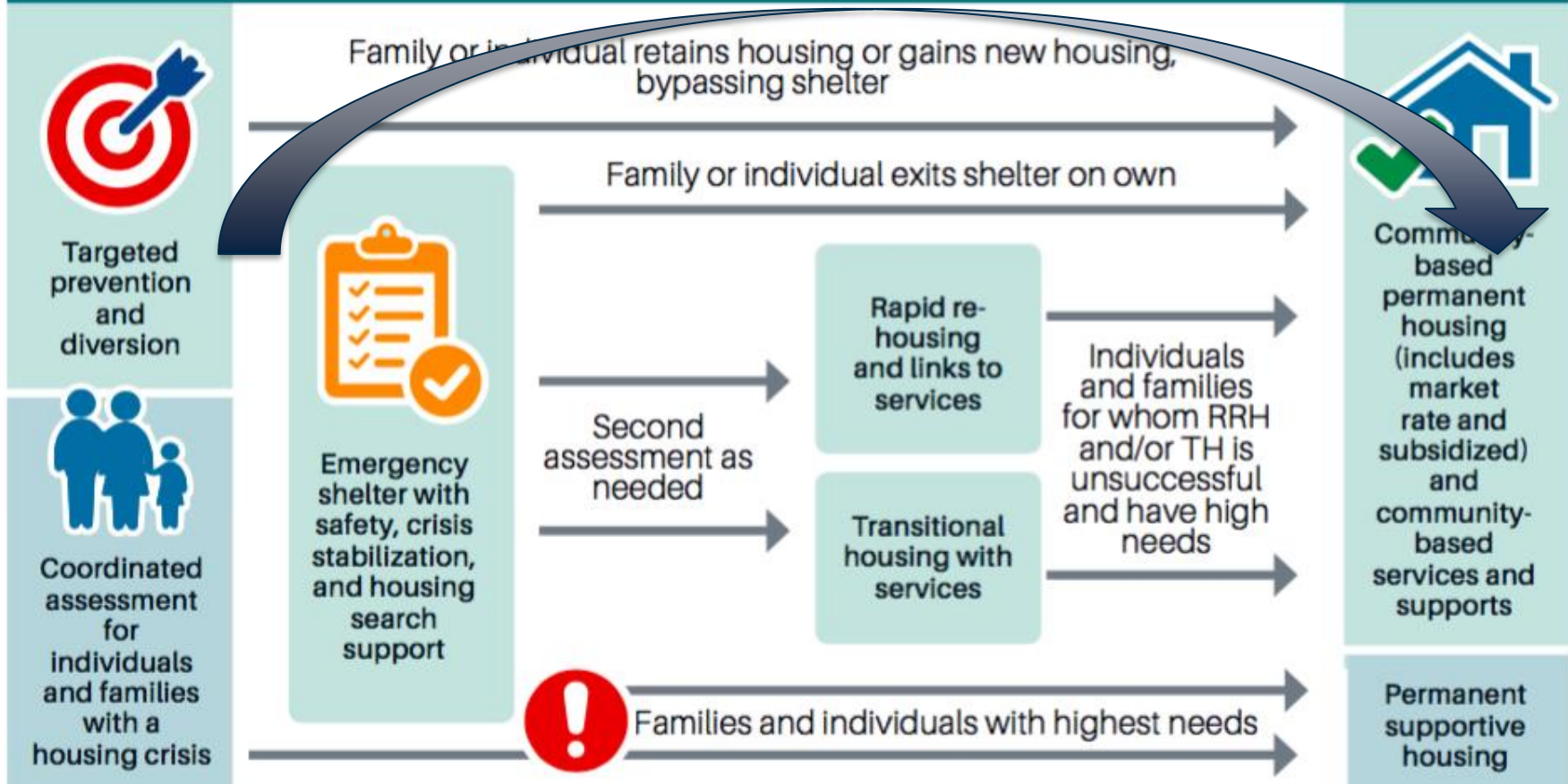
Define Roles

- 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?

What is the role of each component 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

Crisis Response System



Elements of an Effective Crisis Response System

Housing First

Outreach, Diversion, and Problem Solving

Emergency Sheltering and Crisis Services

Transition to Housing with RRH, TSH, and
Mainstream Housing Options

Coordinated Entry &
Problem Solving



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



HOW TO INVEST AND REALLOCATE RESOURCES TO GET BETTER OUTCOMES



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?

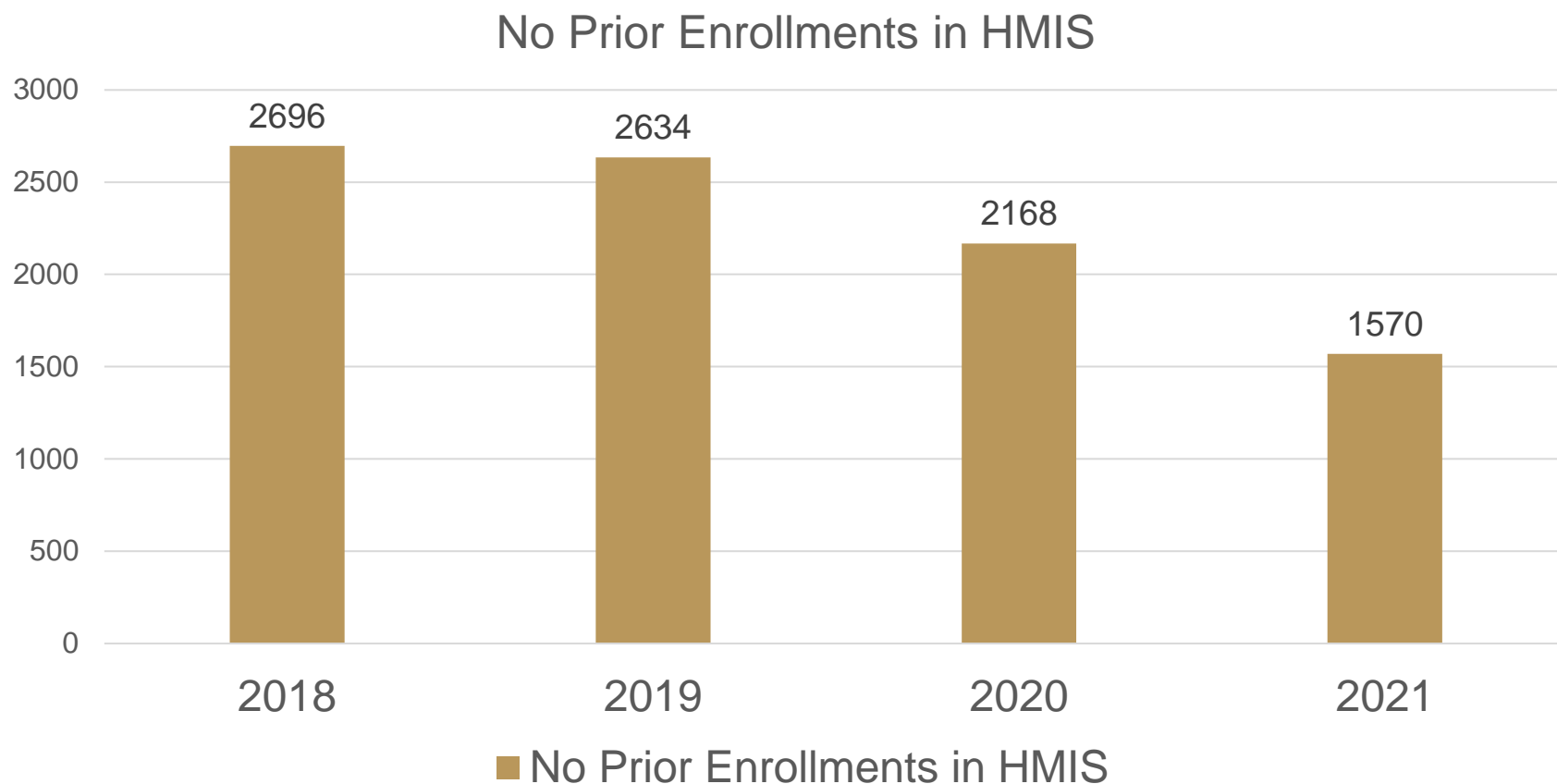
We Gotta Have Flow!

Where are the bottlenecks in our system??

What do we need to focus on to increase the flow?

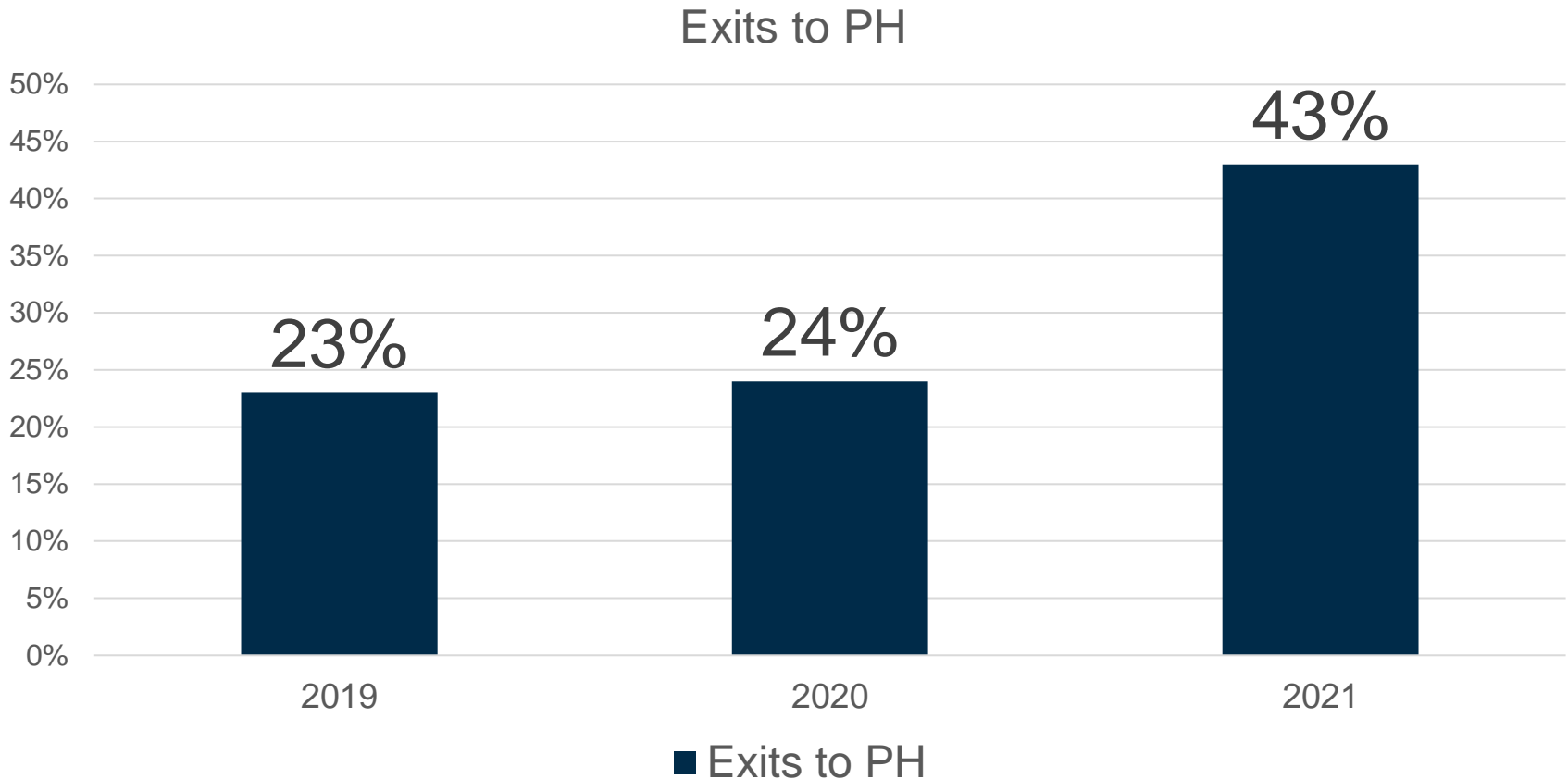
System Performance Measure

Persons Experiencing First Time Homelessness



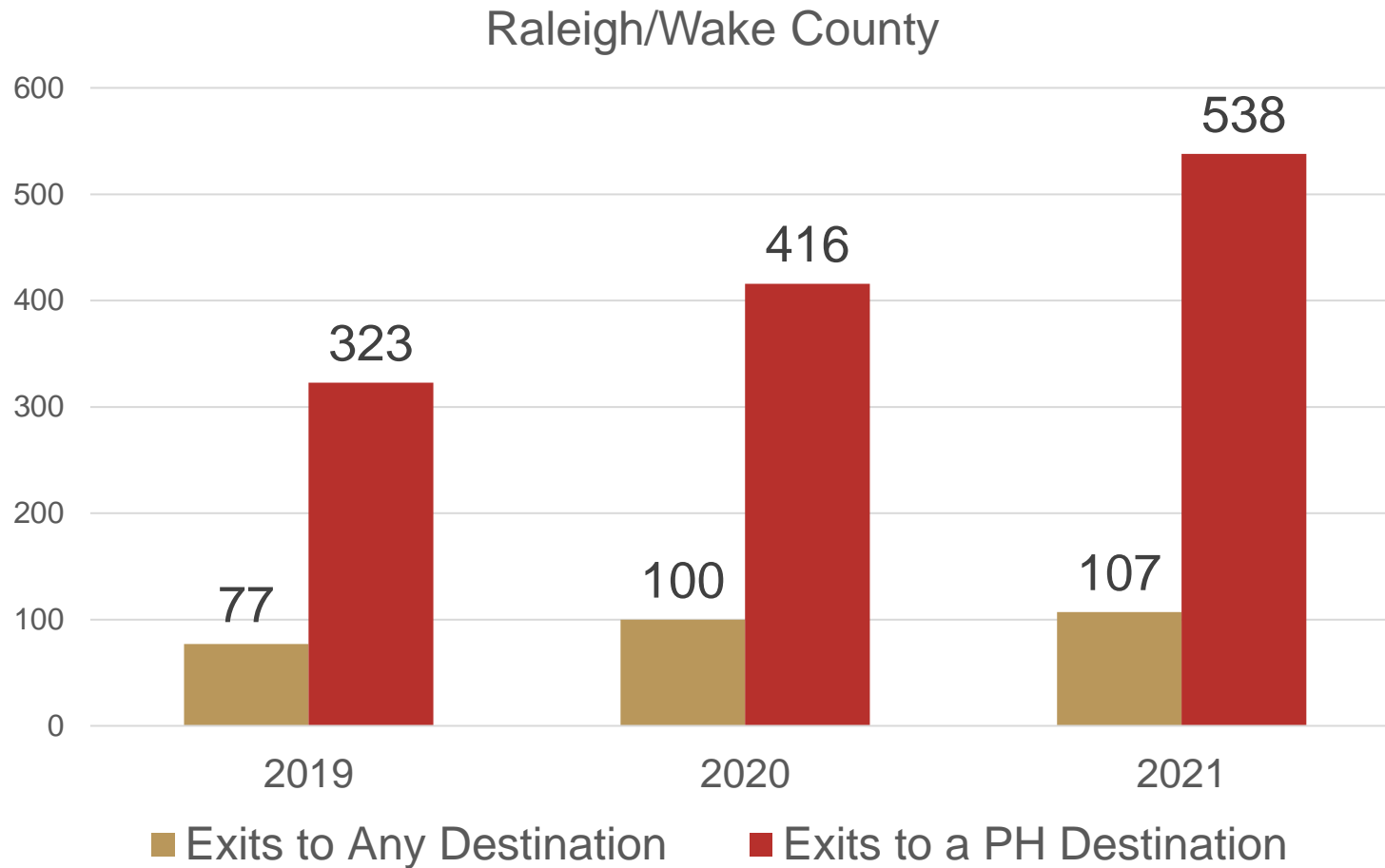
System Performance Measure

% of Total **Exits to Permanent Housing** from All Interventions (ES, TH, RRH, PSH)

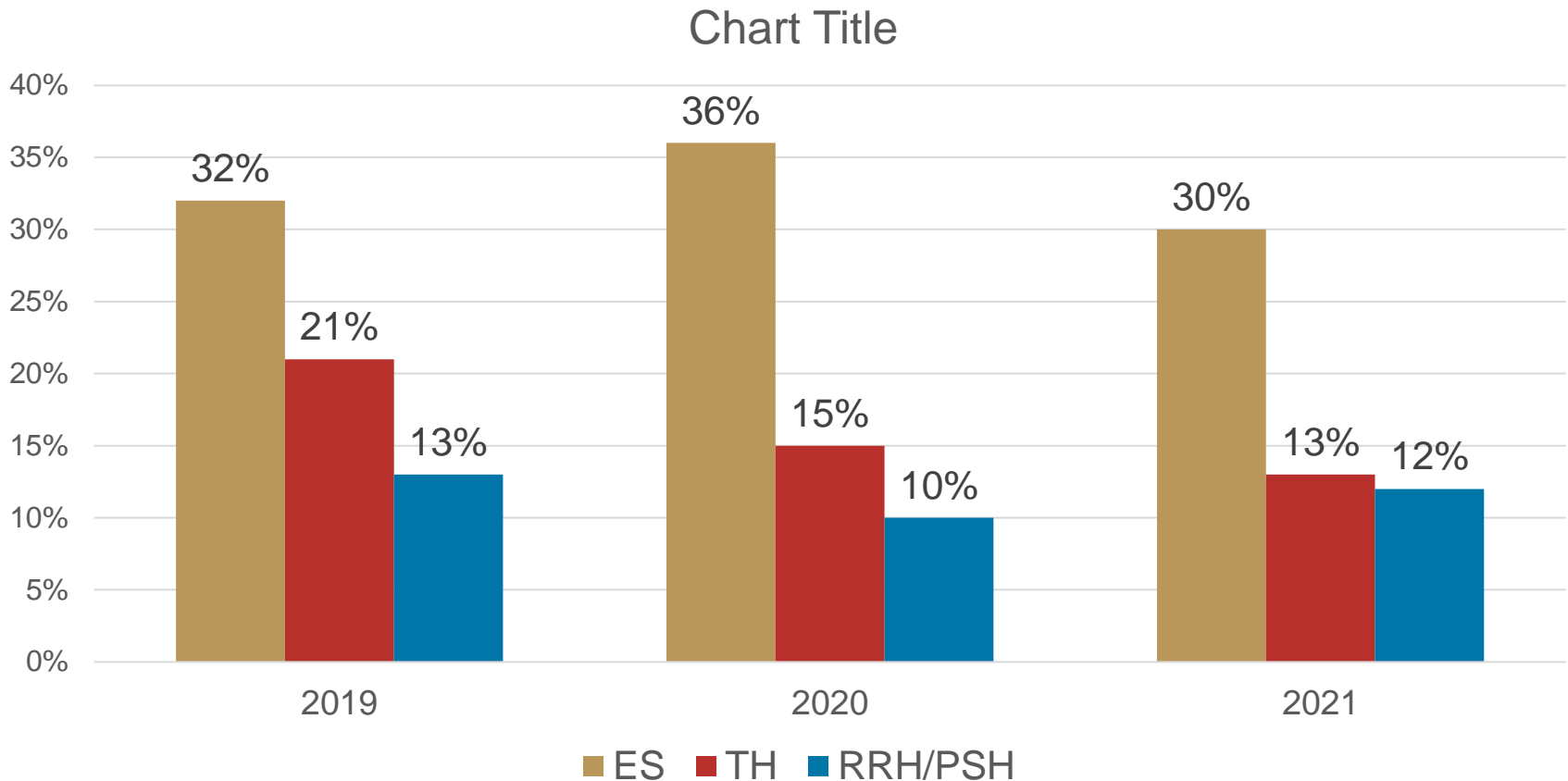


System Performance Measure

Length of Stays from Program Entry to **ANY** Exit Destination



System Performance Measure Returns to Homelessness



Consider How Current Resources Are Being Utilized ...

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



What are 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 low-barrier shelter** results in more sheltered people
 - **BUT, WITHOUT** investments in housing exit strategies there will be no overall reduction in homelessness
- **Expanding and Improving RRH** expedites outflow from shelter and reduces strain on shelter capacity
 - Needs strong housing identification and housing stabilization
- **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

2022 GAPS ANALYSIS



Gaps Analysis

To make homelessness in Wake rare, brief, and nonrecurring we need:

811 Subsidized Housing Units

723 Permanent Supportive Housing Units

759 Rapid Re-housing Units

325 Emergency Shelter beds



Gaps Analysis

What We Recommend

Prioritize filling the System Gaps- What is missing? What can be repurposed?

- Ramp up Permanent Supportive Housing development (scattered site and congregate)
- Continue to secure Subsidized Housing preferences for people experiencing homelessness
- Invest to fully scale up Rapid Re-Housing
- Investigate and Implement System Case Managers
- Investigate and Implement flexible rapid exit funds

Gaps Analysis

In September 2021, the CoC Governance Board voted on the following priorities for our System:

1. Ramp up Permanent Supportive Housing development (scattered site and congregate)
2. Secure Subsidized Housing preferences for people experiencing homelessness
3. Fully scale up Rapid Re-Housing
4. Investigate and implement System Case Managers
5. Investigate and implement in flexible Rapid Exit Funds

Next Steps:

- Using our data is key to investing wisely—even if we can't fill all of the gaps, knowing how to make the most strategic impact sets Wake CoC on the right path and gives us goals to work toward
- Continue adapting service models and budgets of existing and new housing and services to meet needs

SO SOME FIRST STEPS



Prioritization for Raleigh/Wake County

To improve system flow in Raleigh/Wake County, I believe we should:

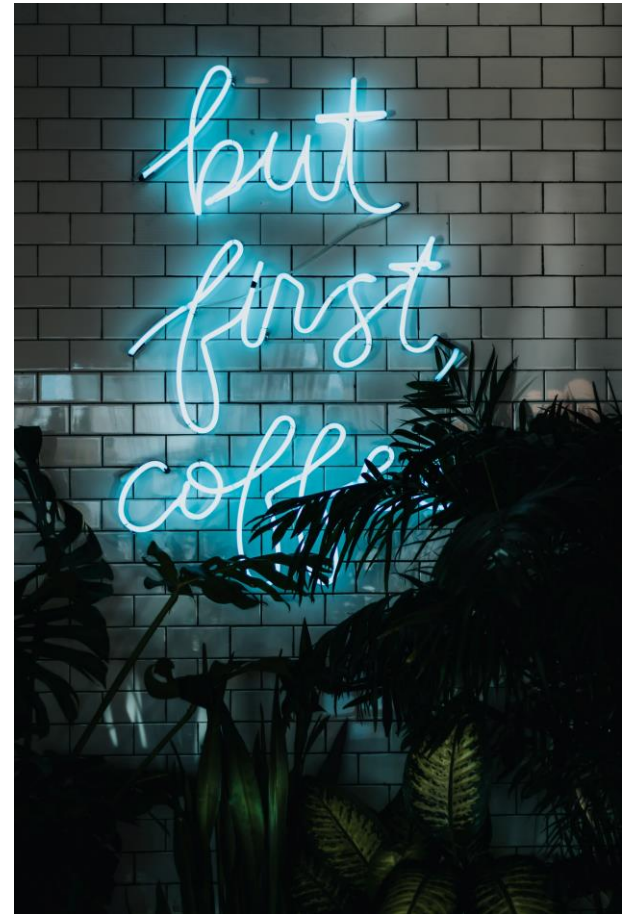
1. Reimagine the Coordinated Entry System to engage in effective diversion and prioritize people for Shelter, RRH and PSH
2. Improve data collection, data quality, and data-driven decision making
3. Invest in Diversion/Problem Solving across the system
4. Improve and Right Size Crisis Housing (ES and TH)
5. Scale up and Improve Rapid Re-Housing
6. Ensure Permanent Supportive Housing is prioritized for those with highest barriers, and includes move-on strategies
7. Make Funding Decisions across ALL funding resources using System Performance Standards to support strategies/projects with system flow outcomes to determine new funding or reallocations

System Design Clinic Priority Areas

1. Invest in Diversion/Problem Solving across the system
2. Reimagine the Coordinated Entry System to engage in effective diversion and prioritize people for Shelter, RRH and PSH
3. Scale up and Improve Rapid Re-Housing

CONSIDER:

- Improve Data Collection and Reporting for Data Driven Decision Making and set Benchmarks
- Create a Funders Collaborative that uses program standards and benchmarks to make funding decisions



Discussion

What are the three top priorities for 2023

DEBRIEF

Finalize Governance Charter (December 31, 2022)

- ☐ Establish 2023-2024 Governance Board (January 1, 2023)

Full System Level Data Report (Three Months (March 31, 2023))

Set Benchmarks for Each System Level (April 2023)

- ☐ Reducing in-flow into homelessness
- ☐ Increasing exits to permanent housing
- ☐ Decreasing average length of homelessness
- ☐ Decreasing returns to homelessness

Set Benchmarks for Each Intervention (April 2023)

- ☐ Emergency Shelter
- ☐ Transitional Housing
- ☐ RRH
- ☐ PSH

Role of Diversion

Things to Consider:

- Review Prevention resources and funding – move closer to the shelter door
- Implement a system-wide diversion strategy that is parked in front of Coordinated Entry
- Review 2021 in-flow of first-time homeless SPM
- Review 2021 “Living Situation” data
- Using First Time Homeless SPM & Living Situation data—set benchmark and performance goals
- Create a flexible funding source to be utilized at CE to divert households from homelessness

Role of Rapid Re-Housing

Things to Consider:

- Scale up RRH for single individuals as primary housing strategy
- Review all available funding sources to scale up RRH, especially ESG, and TANF for families
- Adopt RRH National Program Standards and Performance Benchmarks – ensure that it is helping the most people with very light assistance
- ALL referrals to RRH come through coordinated entry – prioritized for those with the highest need
- Improve efficiency and effectiveness of current RRH
 - Review average length of stay data, exits to PH, returns to homelessness benchmarks and set performance goals for system and all RRH providers
- Include all CoC, ESG, and SSVF RRH providers in CES

Role of Rapid Re-Housing

Things to Consider

- Flexible dollars to create a landlord mitigation fund
- Expand function of the housing navigator to be a systemic role

Using Your Data Creates System Flow

Importance

Good data is essential to plan, evaluate interventions and programs within each intervention, and properly (re-)allocate resources.

- Point-in-time (PIT) and Housing Inventory Count (HIC) data
- System - wide data
- Program Level Data

Create System Flow by:

- Collecting monthly data to measure performance of each strategy and programs within

Ensure you have the right interventions and programs...working as a system
“You gotta have flow...”

- Engaging all funders in your strategy
- Measuring and adjusting when necessary

Role of Emergency Shelter

Things to Consider:

- Implement effective practices in emergency shelter
 - Establish systemic benchmarks for exits to PH and LOS to PH Exit
- Right-size your crisis bed inventory
- Along with implementing a diversion strategy, develop a system-wide coordinated entry and prioritization process for shelter (connected to street outreach)
- Review average length of shelter stay data, set benchmarks and performance goals for system and all emergency shelter providers

Role of Transitional Housing

Things to Consider:

- Review populations for TH and align interventions based on best practices
- Be aware of the impact on system flow
- Scale up other interventions (RRH or Joint TH-RRH) to provide more client choice
- Review average length of stay data, exits to PH, returns to homelessness benchmarks and set performance goals for system and all transitional housing providers

Role of Permanent Supportive Housing

Things to Consider:

- Continue work on a system-wide PSH Move-On strategy with all PHA partners; especially for those participants who no longer require intensive supports
- Additional/Revised performance measures:
 - Utilization (serving the # it was designed to serve)
 - Increase Housing Stability performance measure
 - Increase Cash Income & Non-Cash Mainstream Benefits

Discussion

- Each Group – what is the first step to get started that will be accomplished in the next 30 days?
- Where do we want to be in six months?
- Where do we want to be by the end of the year?

- Who is going to lead the work?
- What do we need to get started

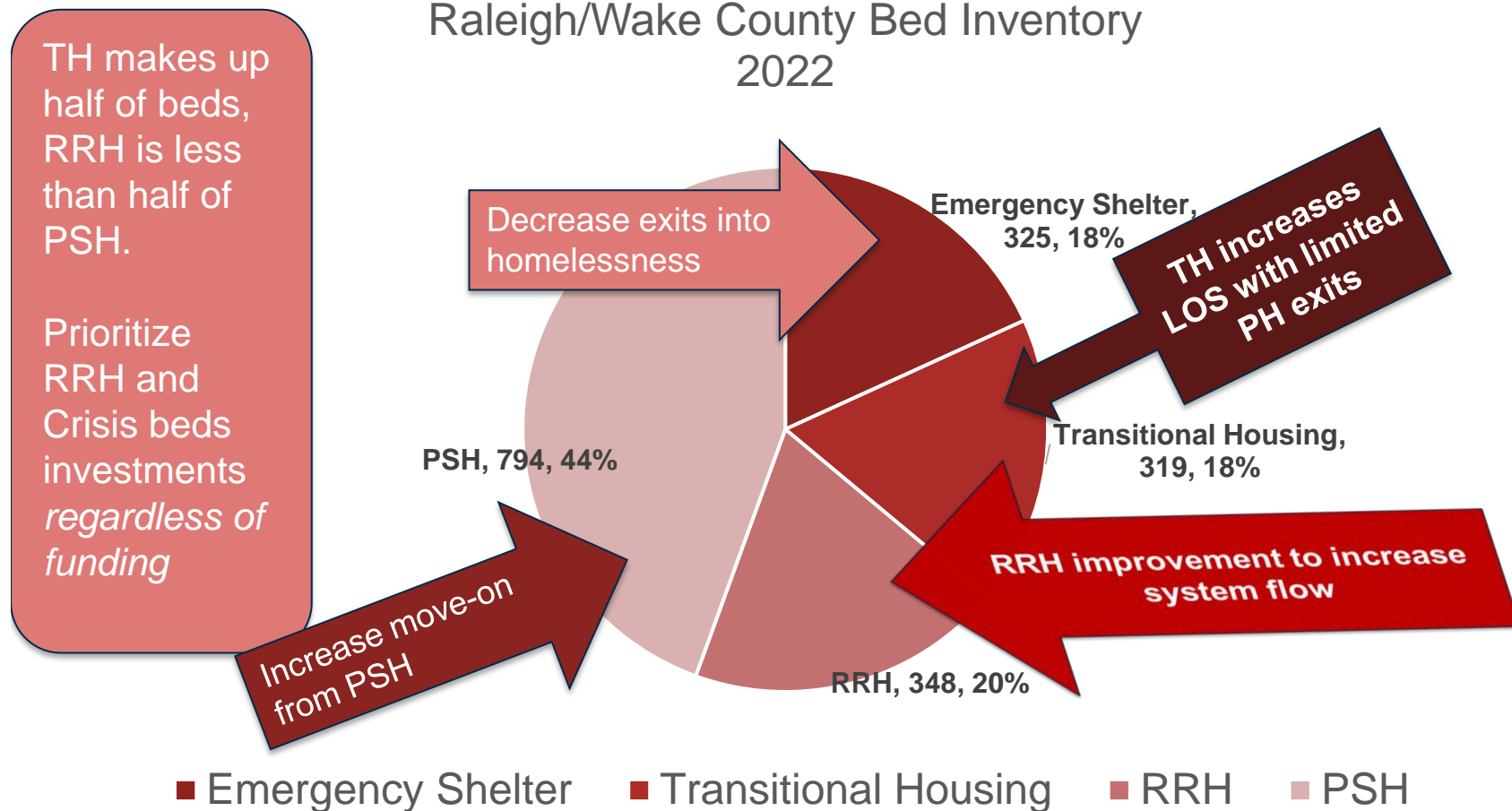
AND....MOVING FORWARD RIGHT-SIZING YOUR SYSTEM

Consider how your current resources are being utilized...



Increasing System Flow in Raleigh/Wake County

Raleigh/Wake County Bed Inventory
2022



Discussion

If you want to address 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

Discussion

If you want to address long lengths of stay

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

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

Data-Cost Per Exit By Component

– what is your bang for your buck

	Cost Per Exit	Cost per Exit to Permanent Housing	Rate of Return to Homelessness
Emergency Shelter			
Single Adult			
Family			
Transitional Housing			
Single Adult			
Family			
Rapid Re-Housing			
Single Adult			
Family			

Important
information

“bang for
your buck”

Homelessness in Raleigh/Wake County CoC 2021 Awards



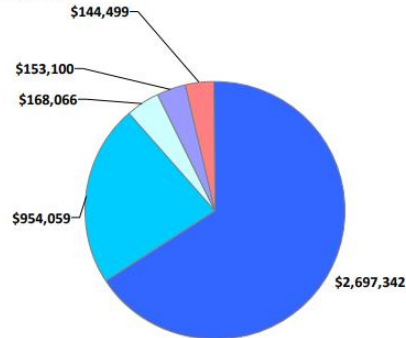
Important Notes About This Data: This report is based on information provided to HUD by Continuums of Care (CoCs) in the fiscal year 2021 application for CoC Homeless Assistance Programs. HUD has conducted a limited data quality review but has not independently verified all of the information submitted by each CoC. The reader is therefore cautioned that since compliance with these standards may vary, the reliability and consistency of the Housing Inventory and Homeless Count data may also vary among CoCs. Additionally, a shift in the methodology a CoC uses to count the homeless may cause a change in homeless counts between reporting periods. For inquiries about data reported by a specific Continuum of Care, please contact that jurisdiction directly. CoC contact information can be found on the HUD Exchange website (<https://www.hudexchange.info/grantees/contacts/>).

CoC Number: NC-507

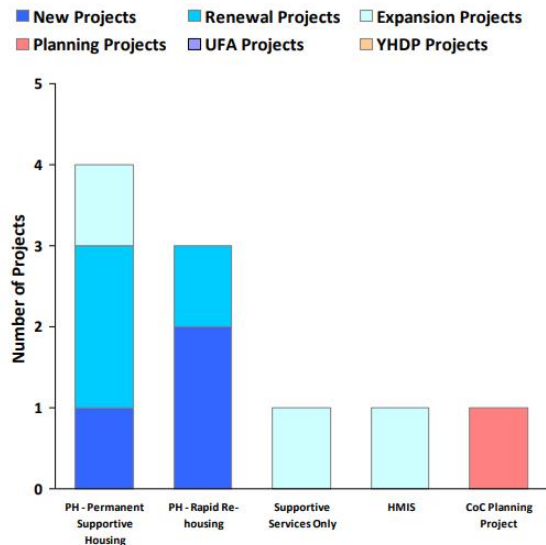
CoC Name: Raleigh/Wake County CoC

2021 Awards by Component and Renewal Type

Total Award Amount
\$4,117,066.00



■ PH - Permanent Supportive Housing
■ PH - Rapid Re-housing
■ Supportive Services Only
■ HMIS
■ CoC Planning Project



Wednesday, May 25, 2022

Final Debrief

- What are you excited about?
- Where do you hope to be year from now?

Wrap Up and Next Steps

What is one thing
you will do in the
next week as part
of your role on the
Governance Board

Three Follow – Up
Remote Meetings



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