Implementing a Ten-Year Homeless Plan

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State of Utah

Idaho Ten-Year Planning Meeting
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Coeur d’Alene, Idaho
Presentation Overview

- Review Utah’s organization for developing and implementing ten-year plans
- Use of pilots to generate engagement
- Tracking results
- Housing plans
- Important role of a champion
State Vision

Everyone has access to safe, decent, affordable housing with the needed resources and supports for self-sufficiency and well being.
Overview of Utah’s Homeless Approach

• Reorganized State’s Homeless Coordinating Committee with policy level members
• Created five sub-committees
• Organized 12 Local Homeless Coordinating Committees (LHCC) with political leader as chair
• Each LHCC developing and implementing pilots
• Each LHCC prepared a ten-year plan
• Re-designing statewide system serving homeless with a focus on chronic
• Centrally lead but locally developed
End Chronic Homelessness and Reduce overall Homelessness by 2014

MISSION

January 2008
Purpose

• Implement local the ten-year plan to end chronic homelessness and reduce overall homelessness by 2014.

• Create housing with supportive service for the homeless.

• Use *Homeless Management Information System* to report and manage results.
TEN-YEAR HOMELESS PLAN ORGANIZATION
LOCAL HOMELESS COORDINATING COMMITTEES

Weber/Morgan Counties
Jan Logmaister
Weber County Commissioner

Davis County
Louenda Downs
Davis County Commissioner

Salt Lake County
Palmer DePaulis
Former Mayor, Salt Lake City

Tooele County
Colleen Johnson
Tooele County Commissioner

BRAA AOG
Kathy Robinson
Cache County Council Member

Mountainland AOG
Larry Ellertson
Utah County Commissioner

Uintah Basin AOG
Mike McKee
Uintah County Commissioner

6 County AOG
Bruce Blackham
Sanpete County Commissioner

Carbon/Emery Counties
Joe Piccolo
Mayor, Price

Grand County
Audrey Graham
Council Member

Five County AOG
Lori Bullock
Iron County Commissioner

San Juan County
Toni Turk
Mayor, Blanding
Local Homeless Implementation Plan

Funding
- State (PAHTF, CNH, ESG, OWLF, CIB)
- Private
- Federal
  - Block Grants (CSBG, CDBG, SAPTBG, MHBG)
  - Entitlements (SSI, SSDI, DBA-Vets)
  - Mainstream Programs (Food stamps, SCHIP, TANF, Section 8, Home, DVA, Public/Indian Housing)
  - Homeless Targeted Programs (Cont. of Care, Health Care, PATH, Employment, Surplus Property, etc.)

State 10-Year Plan

Political Leader Chair

Local Homeless Coordinating Committee

State Committees
- Homeless Coordinating Committee
  - Discharge Planning
  - Affordable Housing
  - Supportive Services
  - Information Systems

Local 10-Year Plan

Actions
- Housing
- Reduce DV
- Prevention
- Employment
- Income Support
- Discharge Planning
- HMIS/Outcome Measures
- Transportation
- Supportive Service
- Health Care
- Other

HUD REQUIREMENTS
- Consolidated Housing Plan
- Continuum of Care Annual Strategies

*Education (DOE), Homeless Vets – Transitional Housing (DVA), Treatment for the Homeless (SAMHSA), Runaway (AFC/DHHS)

January 28, 2008
Utah’s Homeless Plan Implementation

• State’s Ten-Year Plan to end chronic homelessness approved March 2005 and updated May 2008
• Each of the 12 LHCCs designing and implementing pilots -- twelve underway
• Each prepared a ten-year homeless plan – completed May 2008
Homeless Implementation continued

• Statewide homeless management system implemented July 1, 2005
• Self-sufficiency matrix implemented July 1, 2006
• Annual Homeless Summit implemented October 2004 – fifth to be held October 15, 2008
• Implemented a SSI/SSDI pilot – decision in 4.3 months with 80% approval on initial applications – Rolled out statewide Sept. 9
Ten-Year Chronic Homeless Plan

• Utah’s 2008 homeless count:
  – 15,836 up 16% over baseline
  – 1,470 chronic homeless down 15%
  – Chronic 9.3% of homeless population
  – Chronic high users of homeless services – 63% of bed nights at Utah’s largest shelter

• Using the 2005, 2006, 2007 PIT count averages as our baseline for comparing 2008 and future homeless counts

• Tracked by LHCC – See Handout
Purpose of Pilots

• **Gets people engaged** -- What is selected not as important as something about which they are passionate
• **Creates a new focus** – Important to create new process
• **Action taken** -- Tests new approaches, produces results
• **Small** -- Pilots get the process moving, cost less, and minimizes potential negative impact
• **Tailored** -- Rural areas with few homeless focused on “chronic consumers” to prevent homelessness
• **Showed State support** – State funds (Homeless Trust Fund and a Housing Trust Fund) increased willingness
• **Supports a media strategy** – Results shared locally and statewide to create a success attitude
Selected Pilots

- **Pathways** – August 2005, 17 persons off street using “housing first” approach – major shift in thinking and feelings – study done – two more implemented in other LHCCs
- **DV Victims** – Housing with assistance – 4.5 months stabilized
- **Re-entry** – Two implemented, one studied by University – reduction in costs and 79% in jail time
- **Homeless Children** – School principals selected families to receive housing and case management support
- **Prevention** – Selected families on verge of homelessness and providing supportive services
Emergency Services Cost

- Chronic homeless frequent users of emergency services and jails
- 39 frequently arrested (2002 – 2006) cost $2.6 million in arrest and jail time and EMT runs -- $13,370 per year per person
- Emergency room cost another $3,300 per year per person (Pathways Pilot)
- Estimated annual per person emergency service costs are $16,670
- Housing with case management $11,000
Homeless Housing Plans

- Identified homeless and chronically homeless by LHCC
- Used three year average for the housing units needed for the chronically homeless
- Developed housing plans by year, by agency from existing inventory, rehab units and new construction
- Forecasted total housing costs using $1,000 for existing units, $100,000 for rehab units, and $150,000 for new construction (see handouts)
- Developing a funding strategy (see handout)
Chronic Homeless Housing

• Sunrise Metro – 100 units opened March 2007:
  – 28 employed one year later
  – 69 on VA pensions or Social Security
  – Added annual Social Security $641,130
• Grace Mary Manor – 84 units opened March 2008 and filled by May
• Kelly Benson – 59 units for homeless over 55 to open early 2009
• Palmer Court – 201 units former Holiday Inn to open April 2009
• Avalon House & Newhouse – Helper & Price 51 units to open early 2009
• Other locations adding chronic homeless housing
Metropolitan Utah Job Vacancies

• Over 34,700 job open (DWS Job Study)
• Difficult to fill occupations – Welders, Plumbers, HVAC Technicians, Machinists, etc.
• There are many occupational vacancies at all training and skill levels
• 63% provided some kind of benefits
Potential Employees

• Homeless
  – Of 15,800 homeless 8,800 are adults
  – 20% employed when become homeless
  – With housing and case management estimated 60% can be employed adding 3,520 additional employees

• Prisoners
  – 3,100 released annually -- 2,400 are parolees
  – 64% recidivism
  – 15,000 on probation and parole
Cost per Prisoner

• 6,450 in prison with an **annual increase of 190**
• $25,678 annual cost per prisoner and $2,668 per probationer and parolee
• Adding 190 beds at $90,000 a bed is $17.1 million plus $25,678 per prisoner is $4.9 million annual operating costs
• 10 pt reduction in recidivism frees up 240 beds – 180 annualized (re-offenders stay 9 months)
  – $16.2 million savings in construction costs
  – $4.6 million savings in ongoing costs
• Re-entry programs with housing and case management reduces recidivism and provides employees
Cost Comparison of Projected Prison Beds at 5% Recidivism Per Year

Proposed Operating Cost = $25,678/prisoner X 70 beds (5% decrease in recidivism)
Proposed Cost - 70 Beds @ 90K/bed (5% decrease in recidivism)
Operating Cost = $25,678 per prisoner X 190 bed/year
Prison Construction $ - 190beds/year
Champions are more powerful than great plans, a big committee or even a lot of money in achieving organizational and community change.

Key characteristics:

* **Energy.** Without it many projects will begin, but few will finish. And many will begin boldly, but end up as weak copies.
  - Stamina and staying power
  - Enthusiasm and optimism
  - Sense of humor

* **Bias to Act.** Many people are at heart critics, planners, or boosters. Champions are doers. They want to solve problems, not study or decry them.
  - Focus on solutions
  - Sense of urgency
  - Opportunity-driven

* **Results Orientation.** Champions believe that the outcome, not process, matters most. Networking and capacity building are the means, not the end.
  - Need for achievement
  - Clear and compelling vision for success
  - Chart and use milestones

* **Personal Responsibility.** Champions take responsibility for their own behavior.
  - Acknowledge errors and mistakes
  - Focus on personal more than group accountability
  - Take responsibility before it is delegated

* **Belief in Common Good.** Champions look beyond what is good for their families and friends.
  - See and feel impacts on others
  - Build on diversity
  - Activate shared values

* **Inclined to Teams.** Champions provide the juice, but know they need an engine!
  - Form teams from differences, not the like-minded
  - Share credit as well as information
  - Seek creation, not agreement
Defined System Change
(Martha R. Burt and Brooke E. Spellman)

- **Change in Power** – Designated positions with formal authority responsible for the new activity
- **Change in Money** – Routine funding is earmarked for the new activity
- **Change in Habits** – Participants interact to carry out the new activity as part of normal routine
- **Change in Technology/Skills** – Growing cadre of skilled workers at most or all levels using new methods
- **Change in Ideas/Values** – A new definition of performance/success and new understanding of success
HousingWorks
Housing and employing homeless Utahns
When your vision is crystal clear, taking action happens naturally.

Thomas F. Crum, “The Magic of Conflict”