Implementing a Ten-Year Homeless Plan

Lloyd S. Pendleton
Director, Homeless Task Force
State of Utah

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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

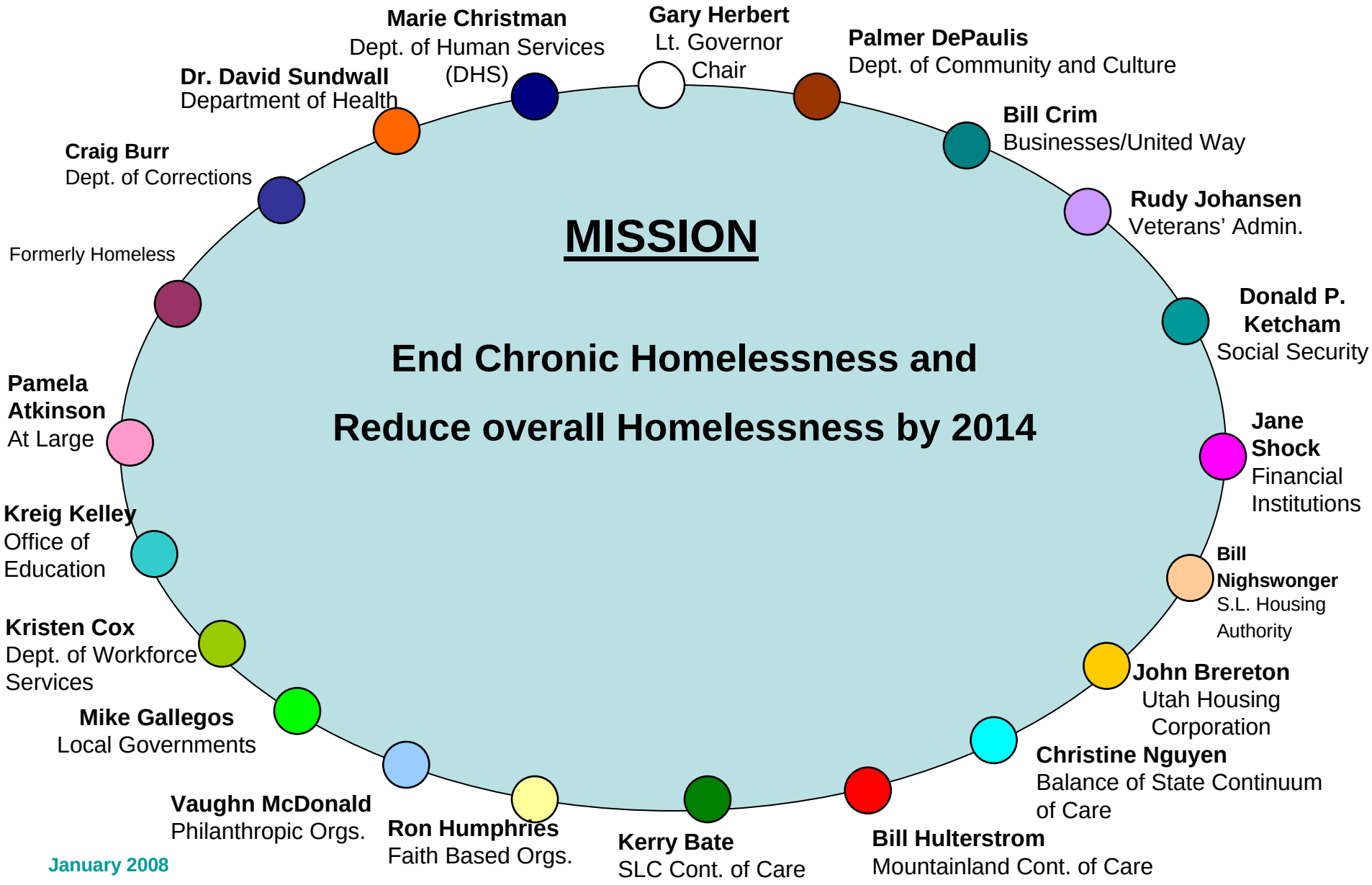
State Vision

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

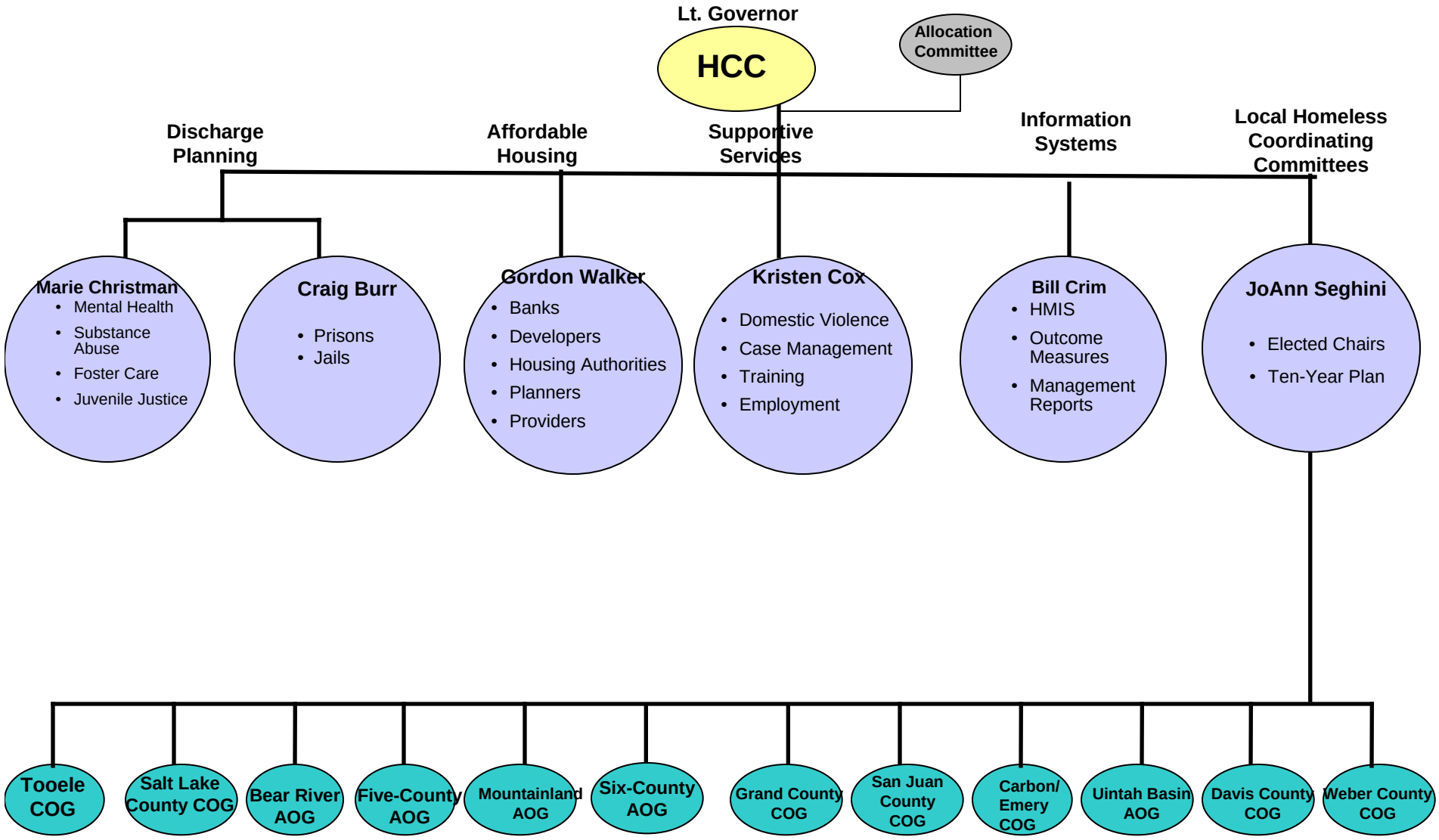
- Reorganized State's Homeless Coordinating Committee with policy level members
- Created five sub-committees
- Organized 12 Local Homeless Coordinating Committees (LHCC) with political leader as chair
- Each LHCC developing and implementing pilots
- Each LHCC prepared a ten-year plan
- Re-designing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

Homeless Coordinating Committee



January 2008

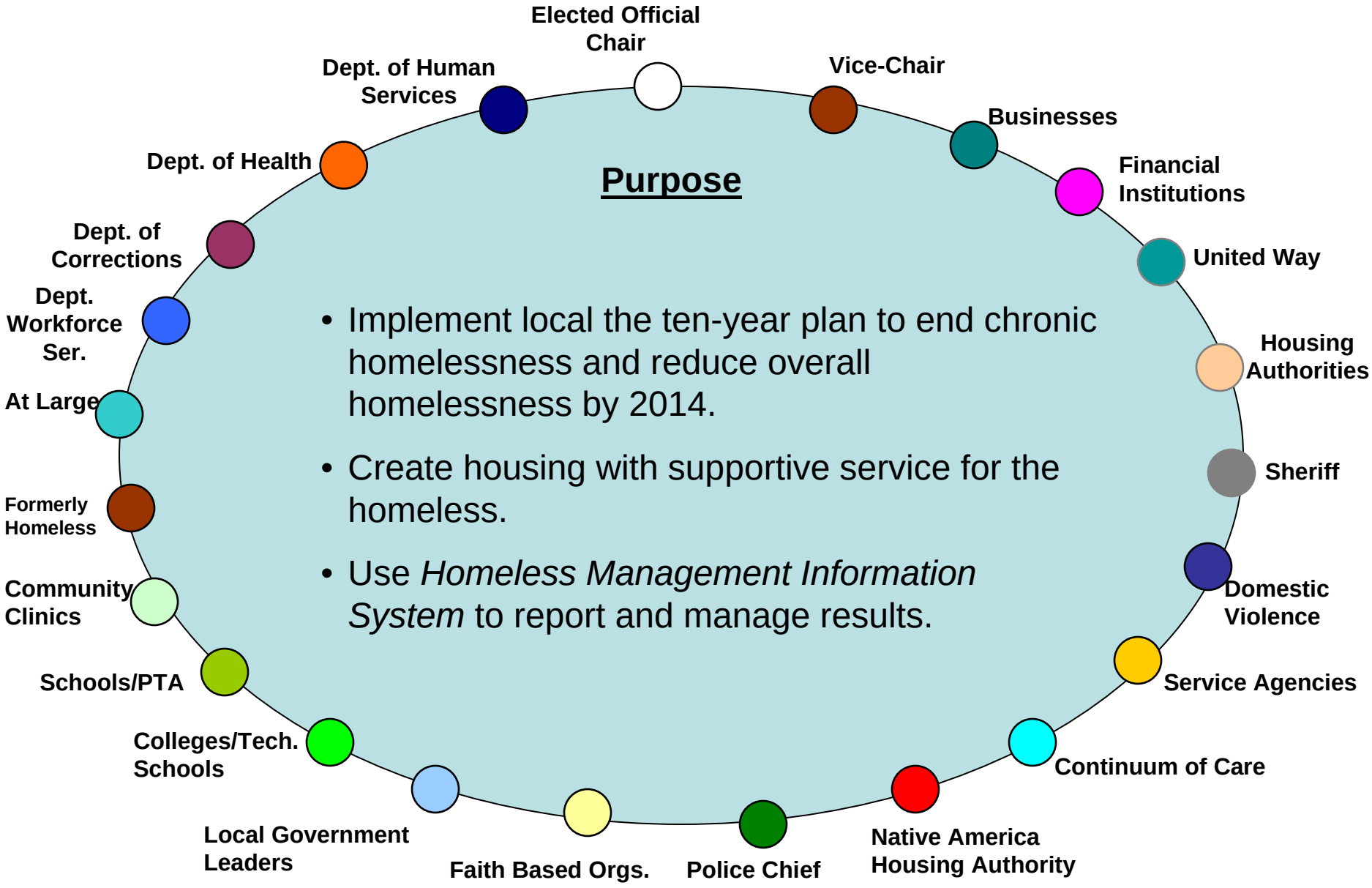
Homeless Coordinating Committee Organization



COG – Council of Governments

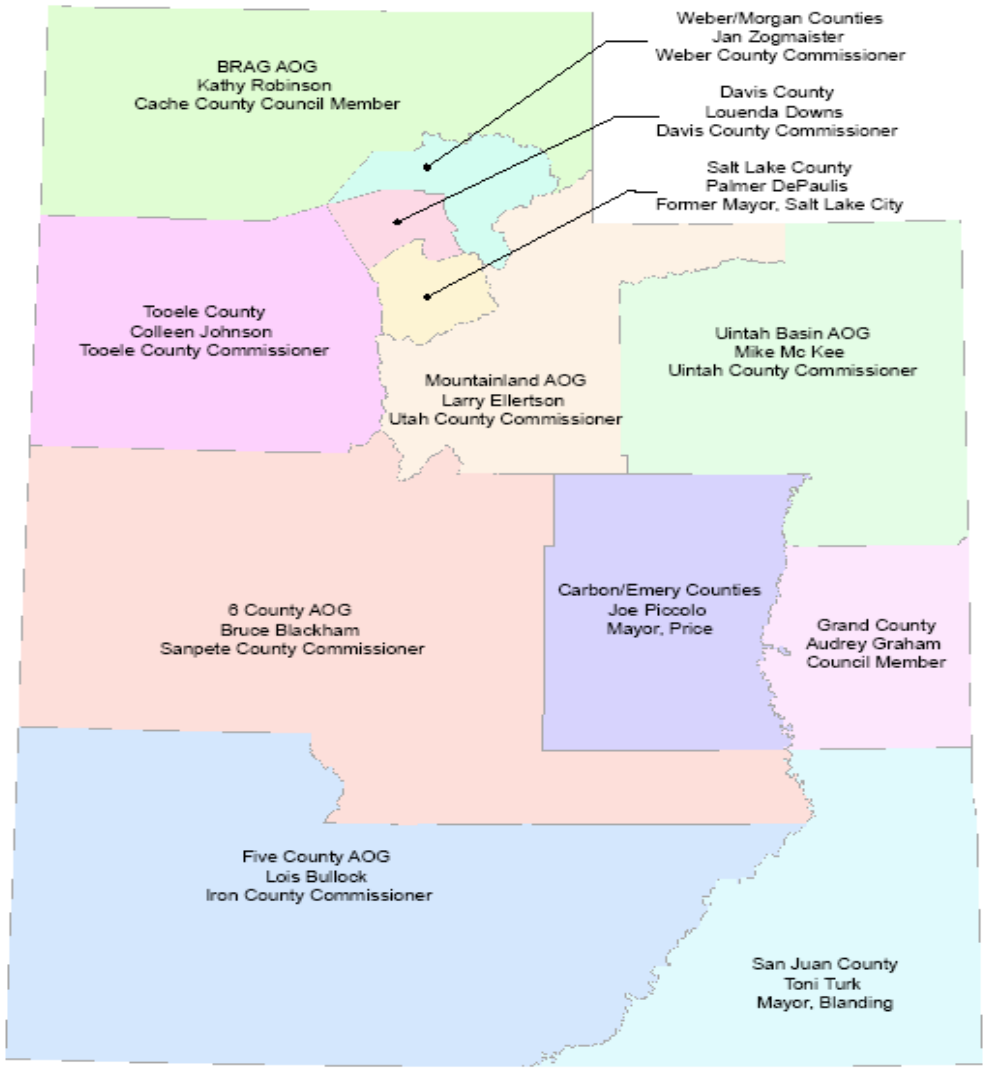
AOG – Association of Governments

Local Homeless Coordinating Committee (Model)



TEN-YEAR HOMELESS PLAN ORGANIZATION

LOCAL HOMELESS COORDINATING COMMITTEES



Local Homeless Implementation Plan

State Committees

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

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

HUD REQUIREMENTS

- Consolidated Housing Plan
- Continuum of Care Annual Strategies

Local 10-Year Plan

Actions

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

*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

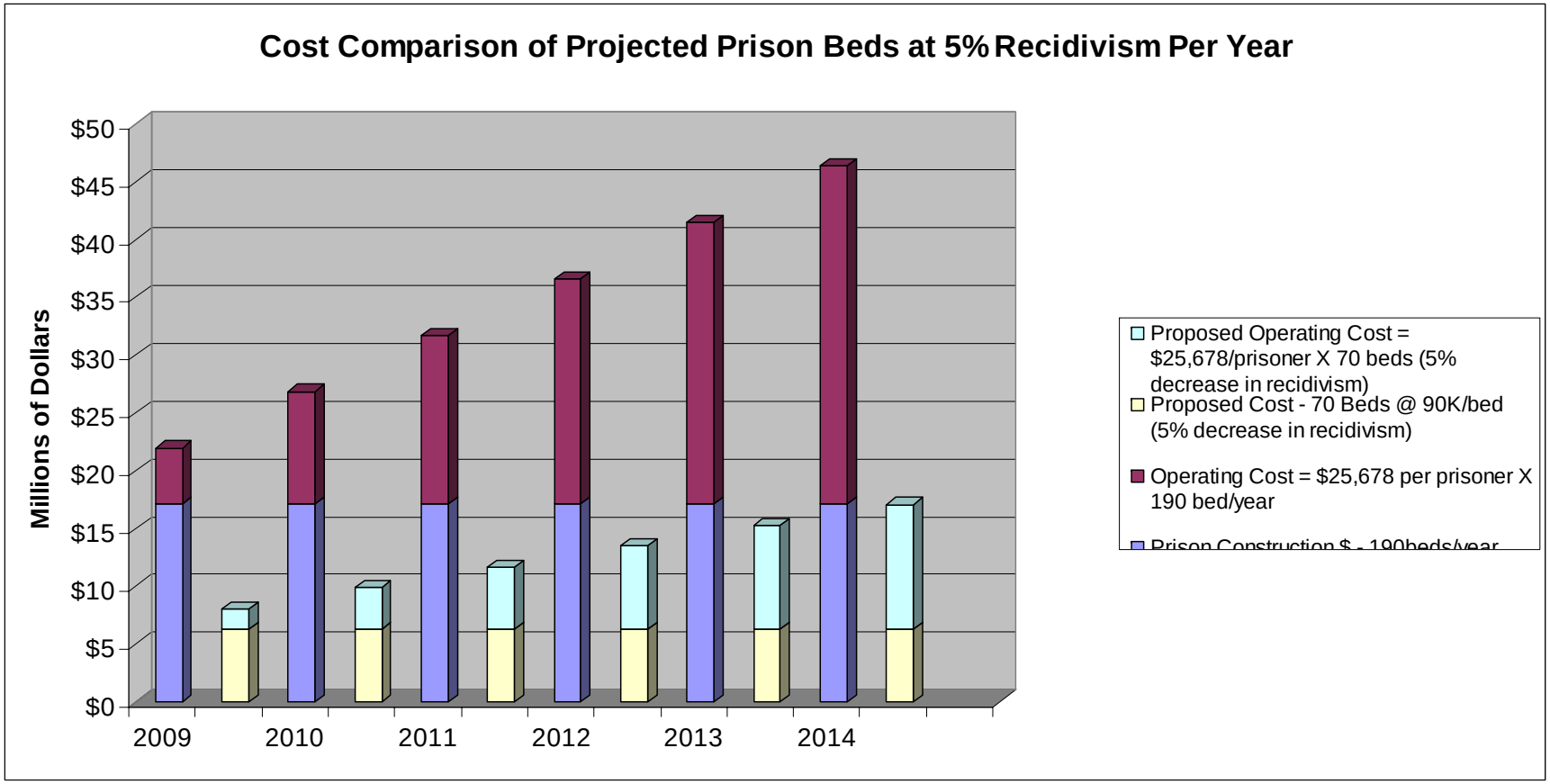
- Over 34,700 job open (DWS Job Study)
- Difficult to fill occupations – Welders, Plumbers, HVAC Technicians, Machinists, etc.
- There are many occupational vacancies at all training and skill levels
- 63% provided some kind of benefits

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
Millions of Dollars
$50
$45
$40
$35
$30
$25
$20
$15
$10
$5
$0
2009
2010
2011
2012
2013
2014
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

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”