Mayor Muriel Bowser
City Administrator Rashad M. Young

District of Columbia
ICH Strategic Planning Committee
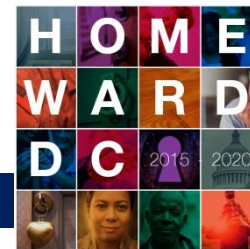
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October 30, 2018

Meeting Agenda

I. Welcome/Introductions

II. Homeward DC Modeling Update

III. Procurement Updates

IV. Other Committee Updates

V. Summary & Adjourn

Homeward DC Modeling Update

- ❖ Process for Updating the Plan

- ❖ Progress in Years 1-4

- ❖ Reorientation to the Model

- ❖ Discussion on Inputs/Assumptions

- ❖ Next Steps

Process for Updating the Plan
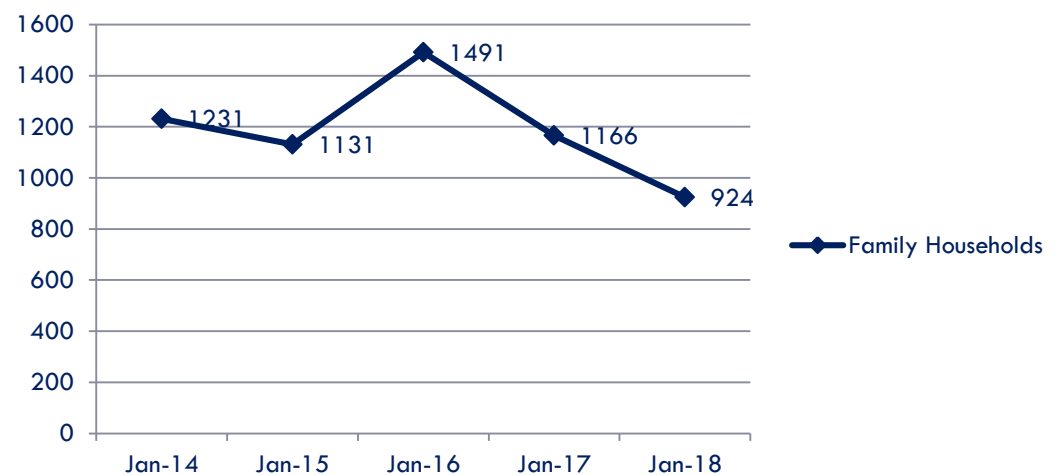
- ❖ We are in our 4th implementation year (FY19) but planning for our 5th budget year (FY20)

- ❖ The ICH did internal updates along the way to track progress, but it's time for a public update.
  - ➢ Landscape has shifted; many lessons learned.

- ❖ Goal is to have an updated plan by early 2019.

- ❖ Proposed process:
  - ➢ Discussion on family system inputs/assumptions today
  - ➢ Singles issues (more complicated) need to go to work group
  - ➢ Bring back updated model for November meeting
  - ➢ Draft narrative Dec/Jan

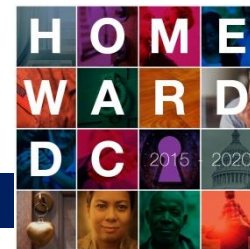- ❖ But what about FY19 budget?

Progress in Years 1-4: Family Households

❖ Hundreds of families successfully diverted from shelter since launch of plan.

❖ Over 2,100 families have exited shelter to permanent housing.

❖ 18% reduction in family homelessness since 2015; 38% reduction since 2016 (launch of year-round access).

PIT Data, 2014-2018 (Families)

- ❖ 3500+ single adults exit the streets or shelter to permanent housing since 2015.

- ❖ But…our PIT number has decreased less than 2% between 2015 and 2018.

PIT Data, 2014-2018 (Single Adults)

- 3953 (Jan-14)
- 3821 (Jan-15)
- 3683 (Jan-16)
- 3583 (Jan-17)
- 3770 (Jan-18)

Single Adult Households
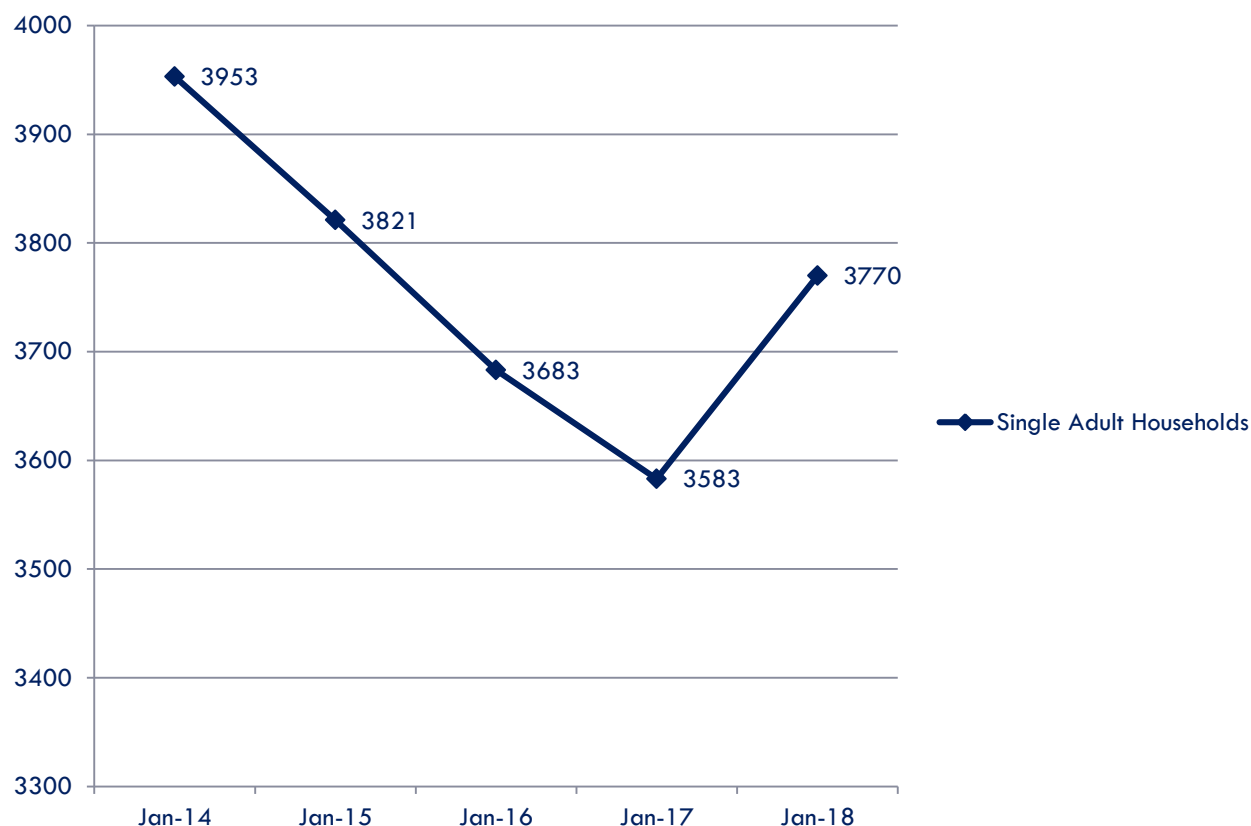
Lessons Learned in Years 1-4

- ❖ Importance of front door reforms
  - ➢ Prevention programming, single point of entry, and work to improve shelter operations has been critical to family system success.
  - ➢ In single system, the theory was that if we started with a focus on housing long-term stayers, we would be able to redevelop shelter facilities at a smaller scale.
  - ➢ Things have not played out as anticipated; inflow remains huge challenge.
- ❖ Importance of scaling housing resources
  - ➢ Family system has had a housing resource for every family entering shelter
  - ➢ Single adult system has had a resource for one in ten adults touching the system each year
  - ➢ Fewer people seems to self-resolve than we originally anticipated.
- ❖ We have capacity constraints on how fast we can move.

Reorientation to the Model: Purpose

- ❖ To have a data-driven process for informing our budget asks.

- ❖ To help us understand how landscape changes & investment levels impact our system.

- ❖ Serves as a tool/guide.
  - ➢ There are endless scenarios – not an exact science.
  - ➢ Balancing historical data against aspirational targets as we navigate change.
  - ➢ Be cautious in how you frame during advocacy.
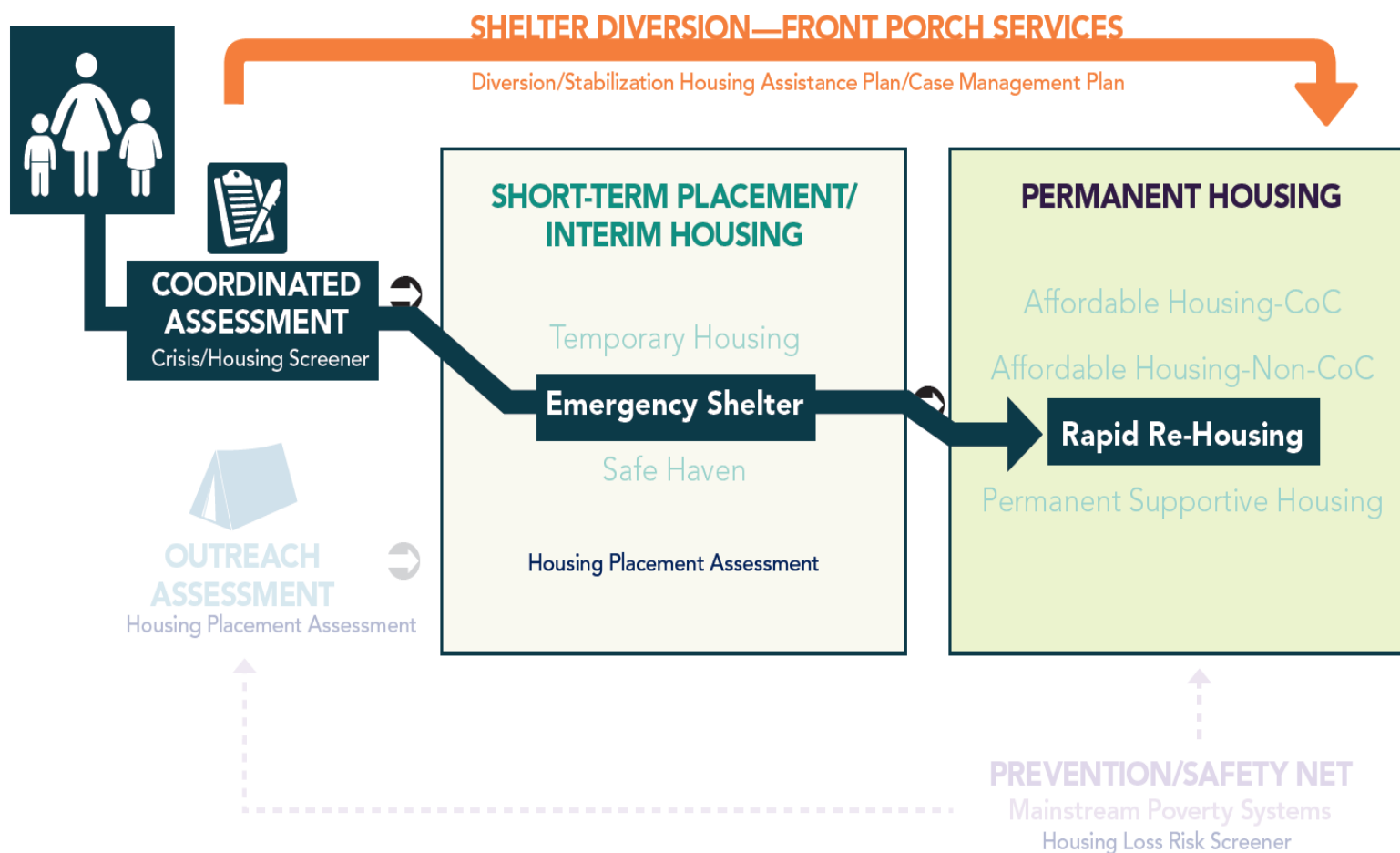
Reorientation to the Model: Key Data Inputs
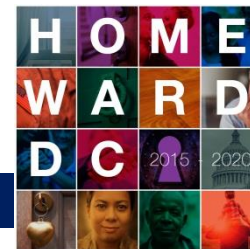
❖ Households/persons in systems at PIT

❖ Unique households/persons served annually

❖ Long-term/chronic households

❖ Pathways Assumptions

  ➢ How do different people move through the system from homelessness to permanent housing?

  ➢ Which programs do they use?

❖ Length of Stay Assumptions

  ➢ How long do people stay at each step?

Pathways Assumptions

FAMILY A

SHELTER DIVERSION—FRONT PORCH SERVICES

Diversion/Stabilization Housing Assistance Plan/Case Management Plan

COORDINATED ASSESSMENT
Crisis/Housing Screener

SHORT-TERM PLACEMENT/ INTERIM HOUSING

Temporary Housing

Emergency Shelter

Safe Haven

Housing Placement Assessment

PERMANENT HOUSING

Affordable Housing-CoC

Affordable Housing-Non-CoC

Rapid Re-Housing

Permanent Supportive Housing

OUTREACH ASSESSMENT
Housing Placement Assessment

PREVENTION/SAFETY NET
Mainstream Poverty Systems
Housing Loss Risk Screener

Pathways Assumptions

SINGLE MAN C

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Family System Discussion

We are going to:

1. Revisit original assumptions used in 2014/2015

2. Examine data trends from last three years

3. Discuss what assumptions should go into updated model

Family System Assumptions – Original Modeling

2016: Assumptions about Service Strategies and % Anticipated to Need Each to Exit Homelessness

| Service Strategies	Families		Projected System Utilization (Av Months of Asst in ea Prog Type)						
	Overall Strategy (%)	Detail Strategy (%)	Emergency Shelter	Transitional Housing	Rapid Re-Housing	Rapid Re-Housing Intensive	Permanent Supportive Housing	TAH	Shelter Diversion
Strategies for People Presenting Each Mo									
Shelter Diversion	5%	5%							4
Emergency Shelter Only	3%	3%	1						
TH only (not through ES)		0%							
TH (through ES)	20%	10%	6	12					
TH w RRH at Exit		10%	6	12	9				
RRH (one-time asst)		3%	6		1				
RRH (med-term asst)	63%	40%	6		12				
RRH (med-term asst) w TAH at Exit		10%	6		12			1	
RRH Intensive		10%	6			18			
PSH (via ES)	9%	9%	6				1		
TOTAL	100%	100%							

❖ For FY19 – assumed same pathways, but shorter average lengths of stay (3 months in ES, 9 months in TH, and 9 months in RRH)

Initial Family System Assumptions

- ❖ <u>Shelter</u>: Assumed declining Average Length of Stay (ALOS) in shelter.
  - ➢ Assumed 3 month average LoS by FY19.
  - ➢ Moving forward, use historical data or aspirational targets?

- ❖ <u>Transitional Housing</u>: Fairly high reliance on Transitional Housing (TH) in original model (assumed 20% would need TH)
  - ➢ How have we been using our TH stock?
  - ➢ How should we be using it?
  - ➢ One-quarter of families headed by 18-24 year old. Is there a bigger role for TH for youth-headed households?
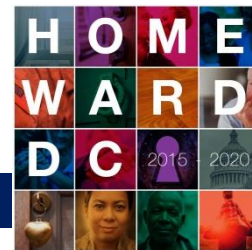
❖ **Rapid Re-Housing**: Assumed shorter ALOS in Rapid Re-Housing programs

- ➢ Assumed a small amount of families (3%) would receive one-time assistance.

- ➢ Assumed 12 month ALOS for majority (two-thirds) of families in RRH.

- ➢ Also assumed an "intensive" model of 18 months for 10% of families (18 months has been our system-wide average).

- ➢ We were not using progressive engagement model at the time, so we did not account for families entering RRH and then being stepped up.

- ➢ Result: we underestimated number of RRH slots we would need, which has been particularly difficult to address on case management side.

Initial Family System Assumptions (Contd.)

- ❖ **Shelter Only**: Significant percentage of families leave shelter to unknown destinations.

  - ➢ Need to account for this in the model

- ❖ **Long-Term Housing Assistance**: Assumed 10% of families would need to step up from RRH to TAH, and 9% of families would need PSH.

  - ➢ 2018 F-SPDAT Assessment Data: 71% of families scoring for RRH, and 18% of families scoring for PSH.

  - ➢ 2018 PIT Data: 15.4% report disabling or health condition.

  - ➢ System utilization FY15-FY18: 11% exited to PSH; 9.1% to TAH.

2018 PIT Data
Disabilities and Health Conditions

Disabling Conditions	Single Adults	Adults in Families	Total (All Adults)
Chronic Substance Abuse (CSA)*	30.4%	1.7%	23.4%
Severe Mental Illness (SMI)*	32.4%	7.4%	26.3%
Dual Diagnosis (subset living with both CSA & SMI)	14.5%	1.2%	11.3%
Chronic Health Problem	24.6%	1.5%	19.0%
Developmental Disability	4.9%	1.5%	4.0%
Physical Disability	18.0%	3.1%	14.4%
Living with HIV/AIDS	4.0%	0.2%	3.1%

* CSA & SMI are not mutually-exclusive and include those with both (Dual Diagnosis).

Family System Assumptions: Proposed for Update

2020: Assumptions about Service Strategies and % Anticipated to Need Each to Exit Homelessness

Service Strategies	Families		Projected System Utilization (Av Months of Asst in ea Prog Type)						
	Overall Strategy (%)	Detail Strategy (%)	Emergency Shelter	Transitional Housing	Rapid Re-Housing	Rapid Re-Housing Intensive	Permanent Supportive Housing	TAH	Shelter Diversion
Strategies for People Presenting Each Mo									
Shelter Diversion	0%	0%							
Emergency Shelter Only	30%	30%	12						
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TH w RRH at Exit		10%	6	12	12				
RRH (one-time asst)		0%							
RRH (med-term asst)		40%	12		18				
RRH (med-term asst) w TAH at Exit	58%	10%	12		12			1	
RRH (med-term asst) w PSH at Exit		8%	12				1		
PSH (via ES)	2%	2%	12				1		
TOTAL	100%	100%							

Family System Assumptions: Proposed for Update

- ❖ Zero out prevention/diversion
  - ➢ Model is based on PIT & AHAR data. Families diverted happens "pre-model."
- ❖ Account for families exiting shelter on own (?)
- ❖ Right-size use of TH (?)
- ❖ Increase ALOS for shelter & RRH
- ❖ Keep PSH assumptions same (~10%)
  - ➢ Assume 10-20% of placements happen from shelter, and remaining 80-90% happen via step-up from RRH.
- ❖ Keep TAH assumptions (~10%). Continue to assume placements happen via step up from RHR.

Meeting Agenda

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III. **Procurement Updates**

- ❖ Families

- ❖ Singles

- ❖ Youth

- ❖ Other: SOAR

IV. Other Committee Updates

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   ❖ **Training & Capacity Building**

   ❖ **Other?**

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