

LEADING THE **WAY HOME:**

Using Collective Impact to
End Homelessness in PBC

TUESDAY, JULY 25, 2017 | 9AM-3PM

Vista Center, Conference Room 1W 47/50
2300 North Jog Road, West Palm Beach



www.TheHomelessPlan.org #Ten2End

WELCOME

A person wearing a tan jacket and black fingerless gloves holds a rectangular cardboard sign with rough, torn edges. The sign is white with a light beige rectangular area in the center containing text. The background is a blurred outdoor setting.

Nancy Bolton

Assistant County Administrator
Palm Beach County

OPENING REMARKS

A person wearing a tan jacket and black fingerless gloves is holding a piece of torn, light-colored cardboard. Overlaid on the cardboard is a white rectangular box containing text. The background is a blurred outdoor setting.

James Green

Director
PBC Community Services
Department

TEN-YEAR PLAN ACHIEVEMENTS & SYSTEM ENHANCEMENTS

A person wearing a tan jacket and black gloves is holding a piece of torn, light-colored cardboard. The cardboard has text overlaid on it. The background is a blurred outdoor setting.

Georgiana Devine

Homeless Program & Contract
Manager PBC Community Services
Dept. – Human & Veteran Services
Division

BACKGROUND

**Developed after
obtaining input
through
community forums**

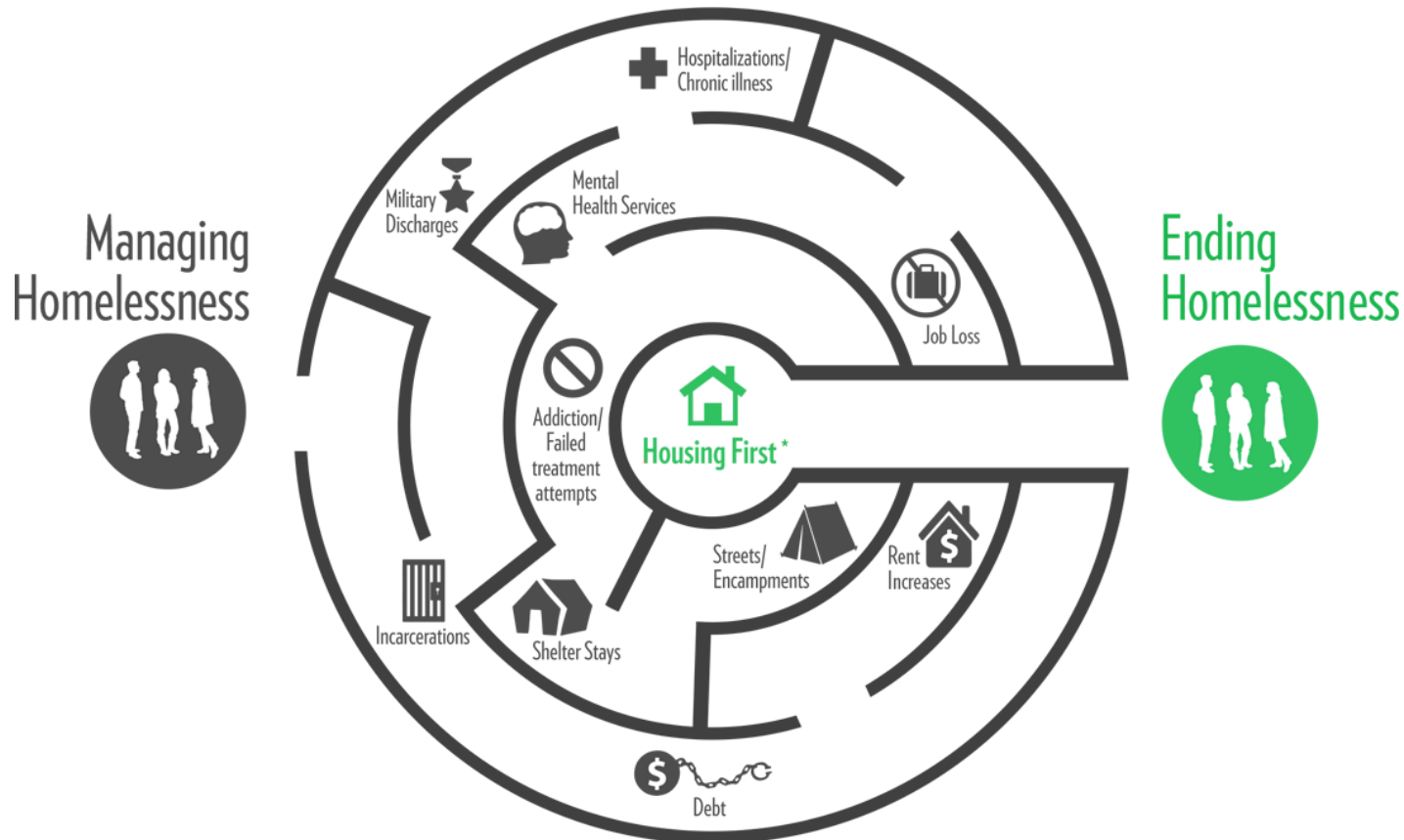
**Approved by the
BCC September
2008**

**7 Goals with 63
Action Steps**

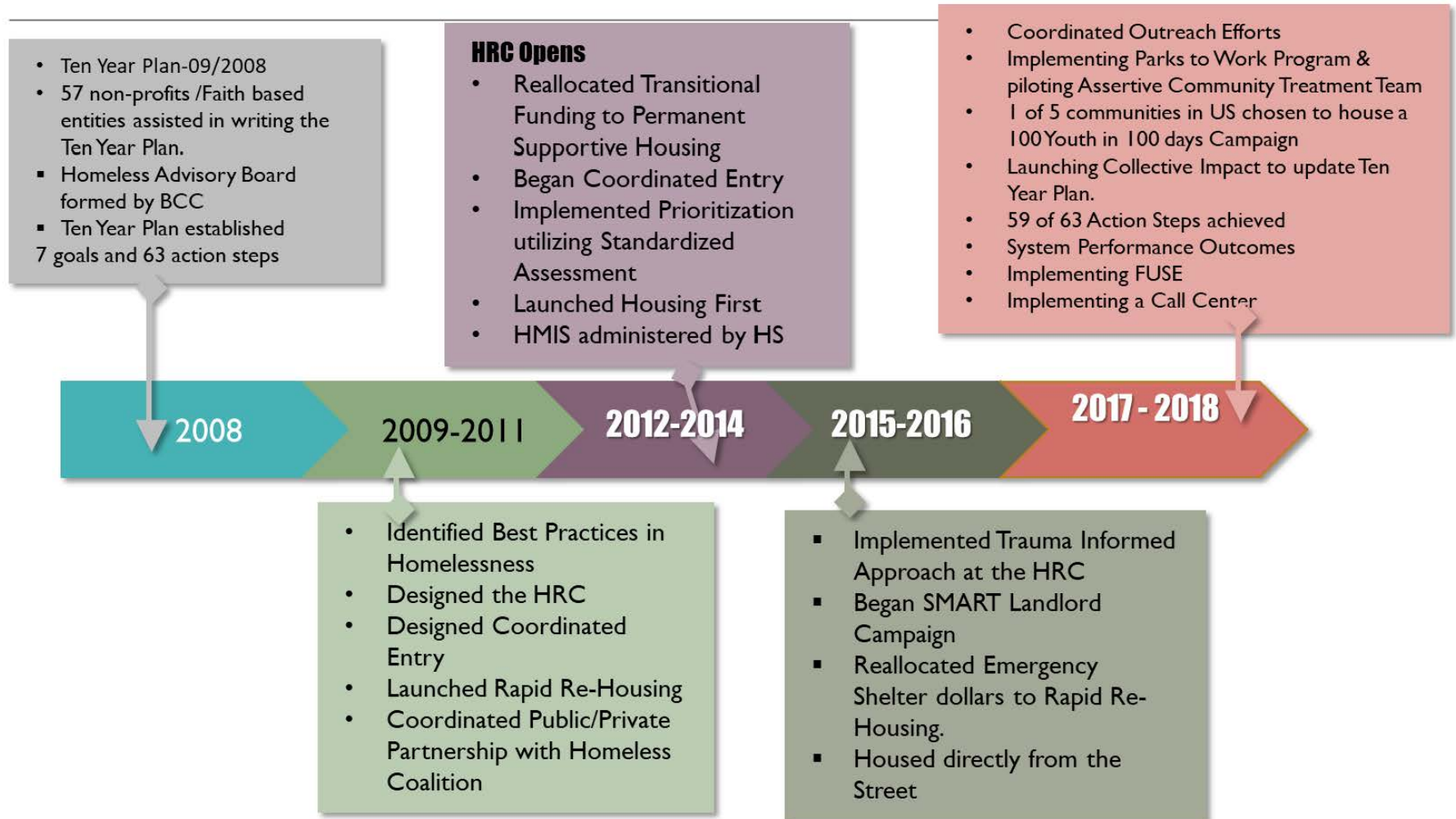
**Focused on
homeless service
delivery system**

**Achievements of
goals & Action
Steps**

SHARED GOAL OF ENDING HOMELESSNESS



TEN YEAR PLAN AND SYSTEM ENHANCEMENTS



TEN YEAR PLAN LESSONS



Data, Data, Data (Dashboards, Mapping, Performance Measures)



Be creative and Resourceful



Sufficient Affordable Housing remains a barrier



Community effort requiring public, private, business and faith-based collaboration



Cross system collaboration i.e. public welfare, justice, behavioral health, health care

INSIGHTS ON COLLECTIVE IMPACT HOUSING NEED & FUNDING

A person wearing a tan jacket and black gloves is holding a piece of torn, light-colored cardboard. The cardboard has a white rectangular area in the center where text is overlaid. The background is slightly blurred, showing an outdoor setting.

Regina Cannon

Senior Program Manager, CSH

Collective Impact

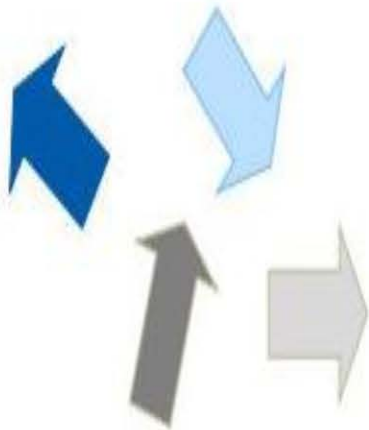
July 25, 2017

The Source for
Housing Solutions



Evolution to Collected Impact

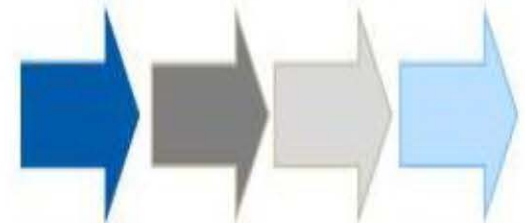
**Isolated
Impact**



**Collaboration
/ Coalitions**



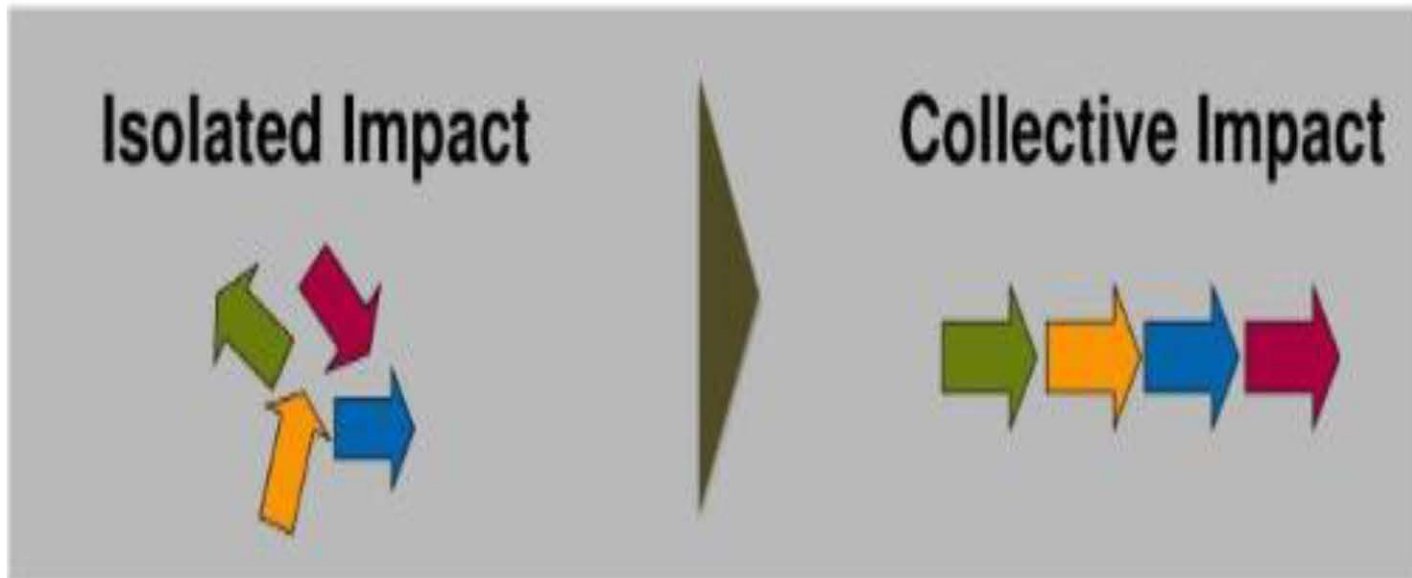
**Collective
Impact**



COLLECTIVE IMPACT



Why Collective Impact?



Collective Impact recognizes that no single organization is responsible for a major social problem, so no single organization can cure it

Isolated Impact vs. Collective Impact

Isolated Impact vs. Collective Impact

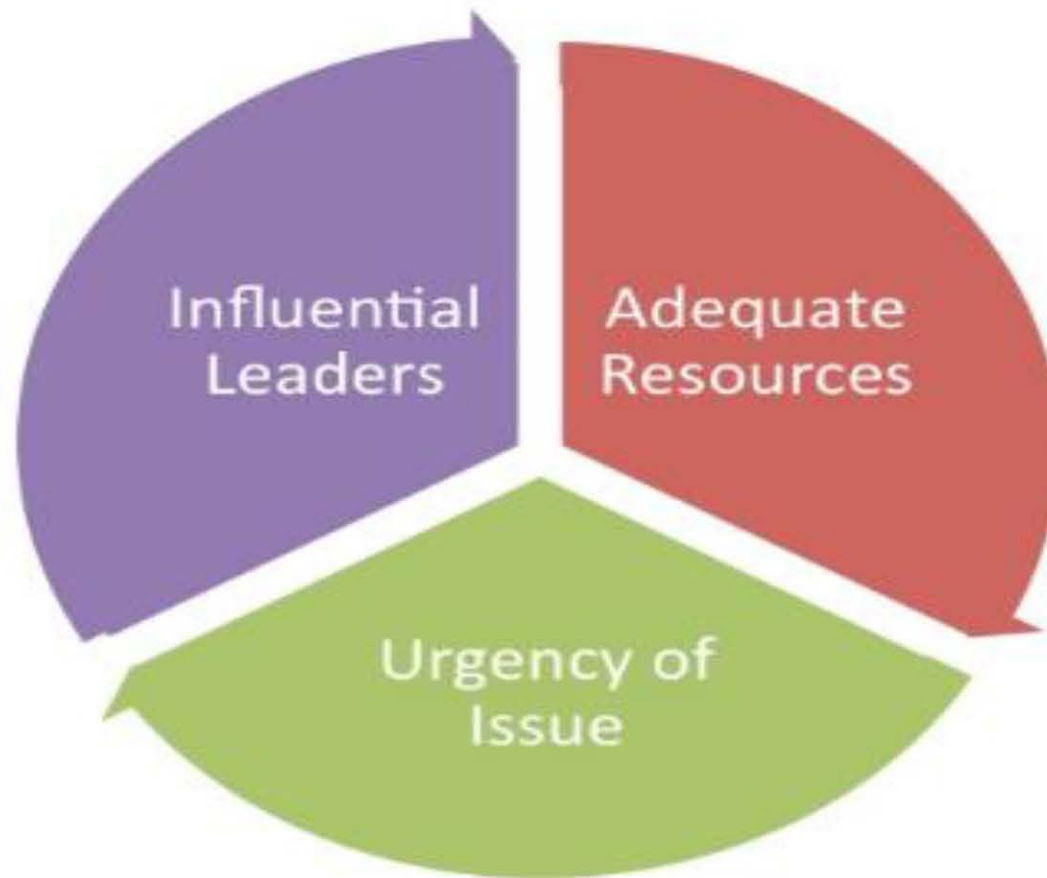
Isolated Impact

- ◆ Funders select individual grantees that offer the most promising solutions.
- ◆ Nonprofits work separately and compete to produce the greatest independent impact.
- ◆ Evaluation attempts to isolate a particular organization's impact.
- ◆ Large scale change is assumed to depend on scaling a single organization.
- ◆ Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.

Collective Impact

- ◆ Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
- ◆ Progress depends on working toward the same goal and measuring the same things.
- ◆ Large scale impact depends on increasing cross-sector alignment and learning among many organizations.
- ◆ Corporate and government sectors are essential partners.
- ◆ Organizations actively coordinate their action and share lessons learned.

Collective Impact: Getting Started



5 Conditions of Collective Impact

Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being** coordinated through a mutually reinforcing plan of action

Continuous Communication

Consistent and open communication is needed across the many players to **build trust, assure mutual objectives, and appreciate common motivation**

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as **the backbone for the entire initiative and coordinate participating organizations and agencies**

Common Agenda

Coming together to collectively define the problem and create a shared vision to solve it.

Shared Measurement

**Agreeing to track progress in the same way,
which allows for continuous improvement**

Mutually Reinforcing Activities

Coordinating collective efforts to maximize the end result

Continuous Communication

Building trust and relationships among all participants

Backbone Support

Having a team dedicated to orchestrating the work of the groups

Backbone Support

Having a team dedicated to orchestrating the work of the groups

Examples of Cities Using Collective Impact

- **Houston**
- **Salt Lake City**
- **Boston**

Common Agenda: National Goals

Complete the Job of Ending Veteran Homelessness

End Chronic Homelessness by 2017

End Family and Youth Homelessness by 2020

Set a Path for Ending all Homelessness

Using Collective Impact In Palm Beach County

Common Agenda:

- Youth
- Veterans
- Chronically Homeless

Local Pre-Conditions

- **Champions**
- **Resources**
- **Urgency**

1. Creating a Sense of Urgency

Supportive Housing Needs

- Chronically Homeless
- Veterans
- Youth
- Criminal Justice Engaged

Supportive Housing Populations

Supportive Housing is for people who are...

Chronically homeless

At risk of homelessness

Child-welfare Engaged Families

Veterans

Transitional Age Youth



Cycling through systems (FUSE)

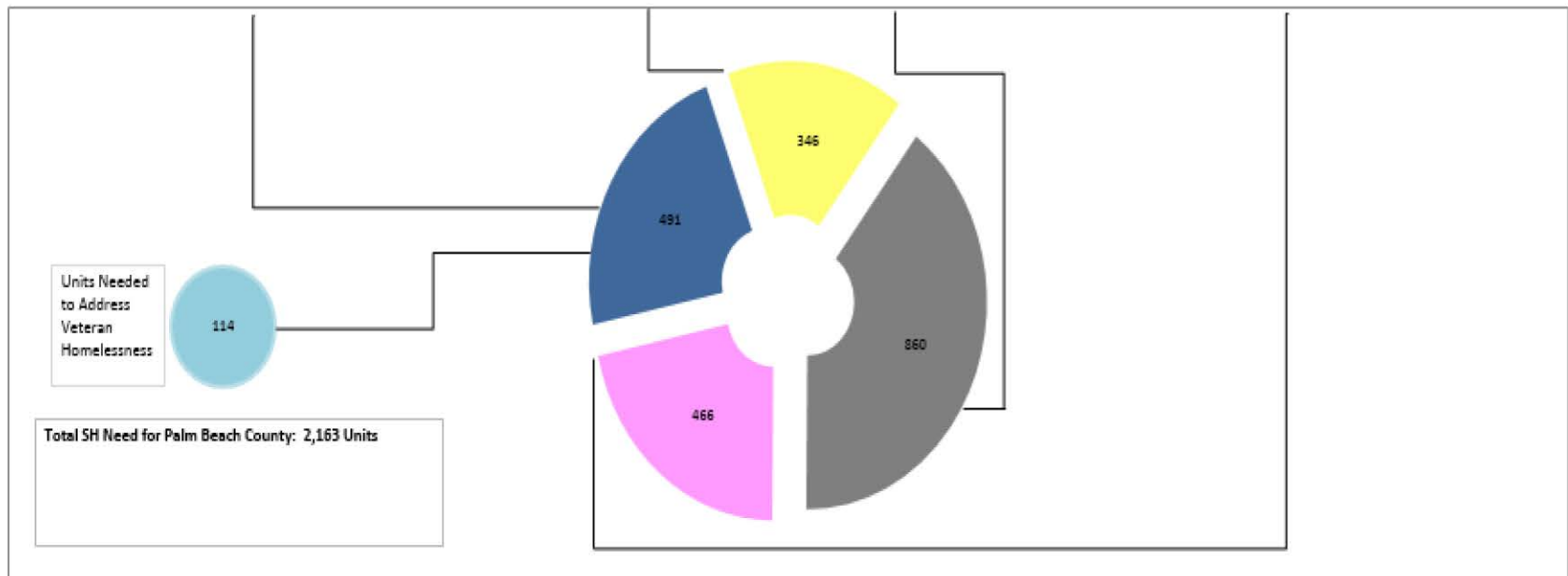
Exiting institutions

Seniors

Those with debilitating MH/SA

Supportive Housing Needs

Homeless ss (Chronic Families)	Homeless ss (Non- Chronic, Families)	Homeless ss (Chronic Individuals)	Homeless ss (Non- Chronic Individuals)	Youth & Children (Children)	Youth & Children (Young Adults)	Criminal Justice (Jail)	Criminal Justice (Prison)	Other Institutional Settings (Waitlist)	Other Institutional Settings (Group Homes)	Other Institutional Settings (Nursing Homes)	Other Institutional Settings (Addiction)
3	85	446	545	1757	302	6,200	4,034	915	375	373	16
95%	10%	95%	10%	18%	10%	8%	8%	33%	33%	8%	40%
3	9	424	55	316	30	521	339	305	125	30	6
491				346		860		466			



Supportive Housing Need by Population

Population	Supportive Housing Need
Homeless Individuals and Families (includes 114 Veterans)	491*
Child Welfare Engaged Families and Young Adults in Transition	396
Criminal Justice Involved <i>FUSE popn (166)</i>	806
Intellectual & Developmentally Delayed	305
Group Home Waitlist	125
Nursing Home Waitlist	30
Addiction	6
Total	2163
<i>*Unduplicated</i>	

Total Supportive Housing Need

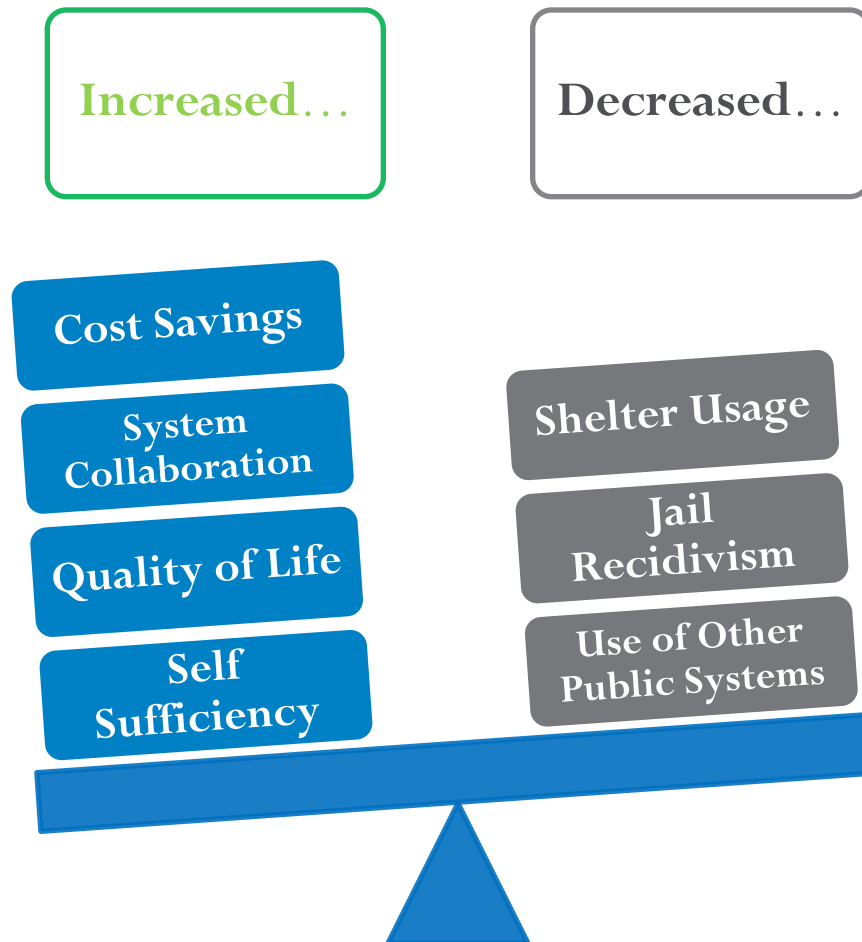
Supportive Housing for
Individuals – 1,835 Units

Supportive Housing for
Families – 328 Units

Total Supportive Housing Needs –
2,163 Units

Example: FUSE

- Providing frequent users of systems with safe, stable supportive housing leads to:



Benefits of Supportive Housing

- **ER visits down** **57%**
- **Emergency detox services down** **85%**
- **Incarceration rate down** **50%**
- **Earned income increased** **50%**
- **Rate of employment when employment services are provided rose** **40%**
- **Tenants still housed after a year: more than** **80%**

2. Potential Resources

- **County tax**
- **Federal funding**
- **Local Funding**
- **Private / Philanthropic Funding**
- **Communities of Faith**
- **Healthcare Systems**

Capital Sources

HOME Funds

CDBG

Low Income Housing Tax Credits

State Housing Initiatives Partnership (SHIP)

State Apartments Incentive Loan Program

Florida Housing Trust Fund

Developmental Disability Grant Funds (FL State Housing Agency)

AHP Funds (loans and grants from state banks)

National Park Service Historic Tax Credits

Florida Housing Finance Agency

Operating/Rental Subsidies Sources

HOME Funds

CDBG

HOPWA

Housing Choice Vouchers

State Housing Initiatives Partnership (SHIP)

FL Housing Trust Fund

Services Sources

CDBG

ESG Funds

HOPWA

Medicaid Funds

1115 Waiver Programs / Demonstrations

ESG (CoC)

SAMHSA

3. Champions

- **Elected Officials**
- **Community Leaders**
- **Business Leaders**
- **Faith Leaders**
- **Service Leaders**

YOU!

Questions



LEADING THE WAY HOME: HOUSING PLAN FOR PBC

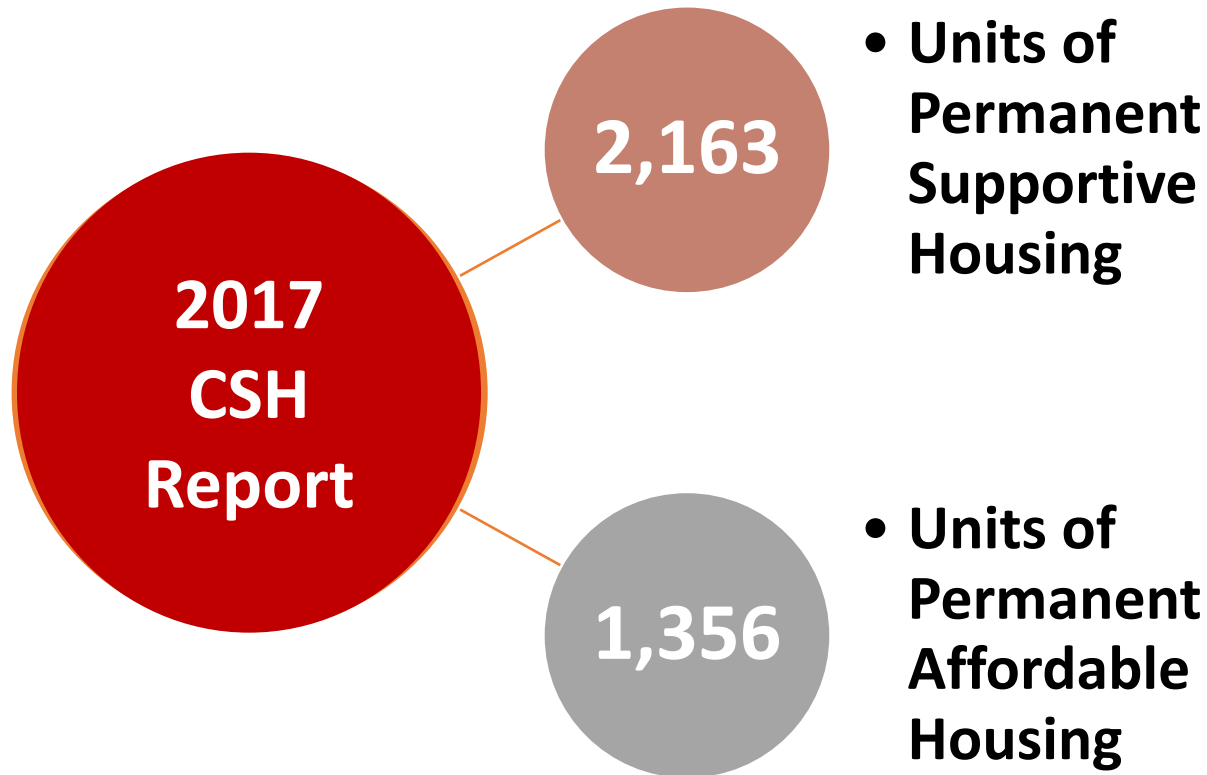
A person wearing a tan jacket and black gloves is holding a piece of torn cardboard. Overlaid on the cardboard is a white rectangular box containing text.

Wendy Tippett

Director PBC Community Services
Dept. – Human & Veteran Services
Division

STRATEGIES FOR HOUSING

How did PBC quantify the number of units needed?




STRATEGIES FOR HOUSING

Agency	Current Development Underway
PBC Housing Authority	<ul style="list-style-type: none"> • 144 units Covenant Villas(Belle Glade) • 49 units South Bay Villas
West Palm Housing Authority	<ul style="list-style-type: none"> • 99 units for Seniors (WPB) • 120 units Multi-Family (WPB) • 9 units Public Housing (WPB) • 12 Single Family (home ownership)(WPB)
Collaboration PBCHA & WPBHA	<ul style="list-style-type: none"> • 36 Townhomes
Goodwill Industries	<ul style="list-style-type: none"> • 6 units ELI (Extremely low income) - Singles Developmental Disabilities
Adopt-A-Family	<ul style="list-style-type: none"> • 12 units - 50% or less of Area Median Income for Families

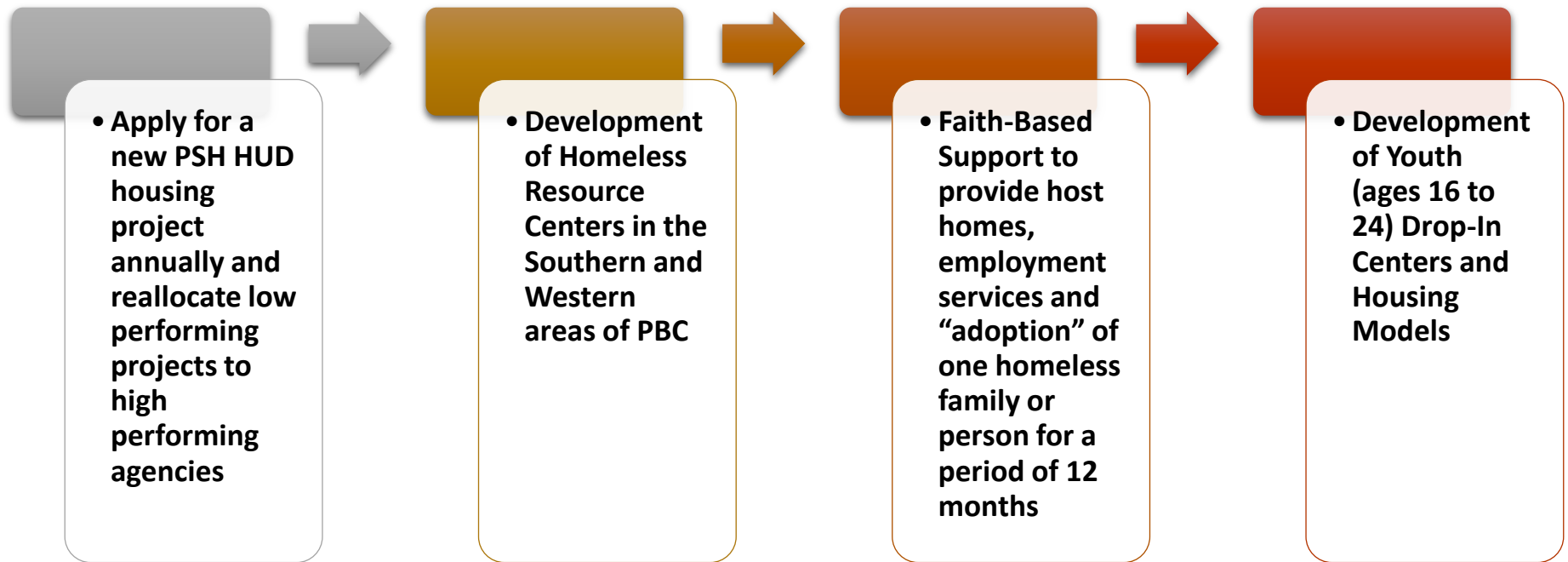
TOTAL UNITS UNDER DEVELOPMENT: 475 RENTAL AND 12 HOMEOWNERSHIP

STRATEGIES FOR HOUSING

Increasing Housing Supply in PBC:

- 
- Hire a full time employee that will focus solely on partnerships and funding opportunities
 - Work with Developers and Florida Housing Finance to establish set-aside partnerships as it relates to Coordinated Entry List
 - Sales Tax Revenue = purchase of housing for targeted population
 - Allocation of local funding to prioritize supportive services
 - Work jointly with Department of Housing and Economic Development to produce Micro-Units and Container Housing
 - Partner with Housing Authorities to secure subsidized units

STRATEGIES FOR HOUSING



FULL ENGAGEMENT: HARNESSING OUR COLLECTIVE EFFORTS

A person wearing a tan jacket and black fingerless gloves holds a piece of torn, light-colored cardboard. A semi-transparent white rectangular box is centered on the cardboard, containing the name 'James Green' in a large, black, cursive font. Below the name, the text 'Director', 'PBC Community Services', and 'Department' are stacked in a smaller, black, sans-serif font.

James Green

Director
PBC Community Services
Department

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James Green

Director
PBC Community Services
Department

WELCOME

A person wearing a tan jacket and black fingerless gloves holds a piece of torn, light-colored cardboard. A semi-transparent white rectangular box is centered on the cardboard, containing the name 'Mack Bernard' in a large, black, cursive font. Below the name, the text 'County Commissioner' and 'Palm Beach County (District 7)' is written in a smaller, black, sans-serif font.

Mack Bernard

County Commissioner
Palm Beach County (District 7)

SHARED GOALS & TIMELINES FOR TEN-YEAR PLAN

A person wearing a tan jacket and black fingerless gloves is holding a piece of torn, light-colored cardboard. The cardboard has a white rectangular area in the center where text is overlaid. The background is a blurred outdoor setting.

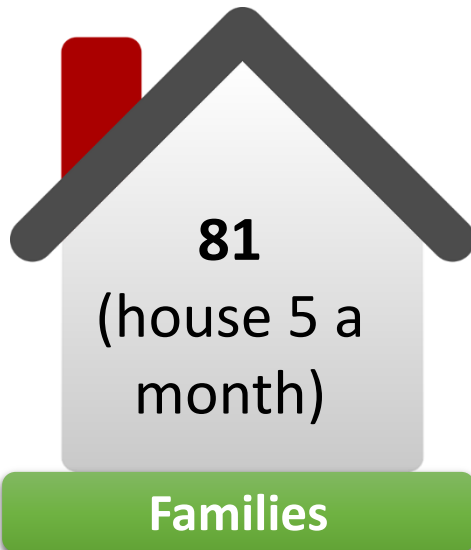
Taruna Malhotra

Assistant Director PBC Community
Services Department

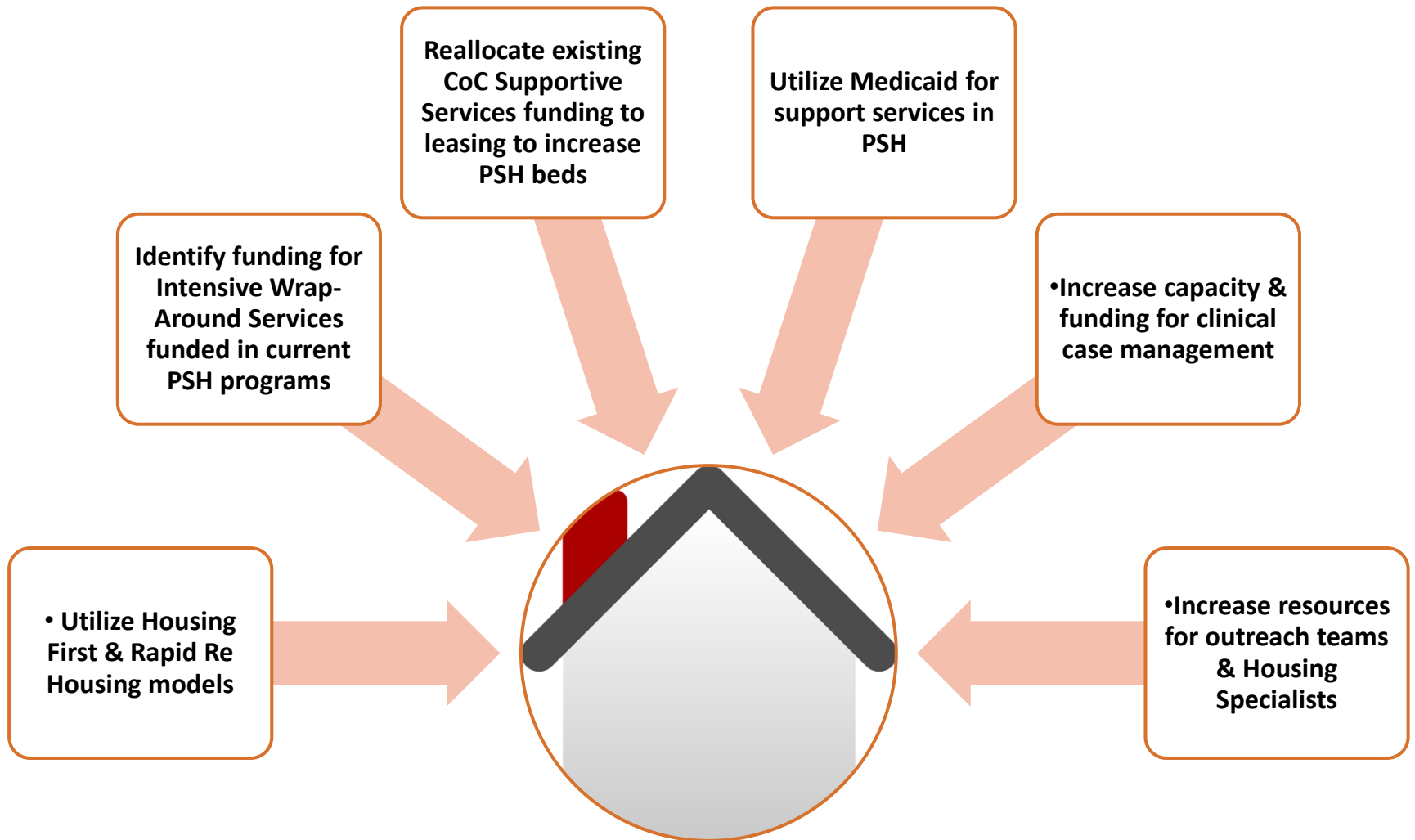
A person wearing a tan jacket and black fingerless gloves holds a piece of torn, off-white paper. On the paper is a 3D graphic of four stacked books. The spines of the books are labeled with the words 'GOAL', 'IDEAS', 'VISION', and 'SUCCESS' from top to bottom. 'GOAL' and 'VISION' are in yellow, while 'IDEAS' and 'SUCCESS' are in white. The books are set against a dark gray rectangular background.

GOAL
IDEAS
VISION
SUCCESS

OUR SHARED GOALS BY DECEMBER 2018



ENDING CHRONIC & VETERAN HOMELESSNESS



STEPS TO ENDING VETERAN & CHRONIC HOMELESSNESS

1

Utilize Acuity Criteria to ensure most vulnerable are housed in PSH i.e. longest time homeless, FUSE, Veteran, DV, highest barriers

2

Coordinate Outreach to prevent duplication

3

Utilize low barrier programs & RRH when PSH not available

4

Identify Section 8 Vouchers to move individuals from PSH that no longer require intensive supportive services

5

Identify landlords to quickly provide housing

ENDING YOUTH HOMELESSNESS BY NOVEMBER 8, 2017

Effectively

- **identify & engage youth at risk, or experiencing homelessness**

Connect

- **youth with trauma-informed, culturally appropriate, & developmentally age-appropriate interventions**

Establish Core Outcomes for Youth

- **Stabilize housing**
- **Create permanent connections**
- **Create employment/education opportunities**
- **Focus on emotional/social well-being**

ENDING YOUTH HOMELESSNESS BY NOVEMBER 8,2017



CURRENT EFFORTS



**Chosen to
participate in 100
Day 100 Youth
Housing Challenge**

**Applying for Youth
Demonstration
Grant in September
2017**

**Applied for Youth
Outreach Grant to
create a drop-in
center and increase
community outreach**

ENDING FAMILY HOMELESSNESS BY DECEMBER 2018



Prevention



Capacity Building

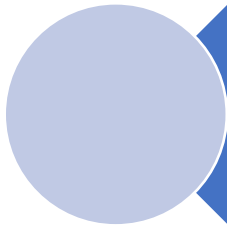


Housing

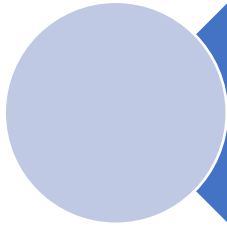


Policy Change

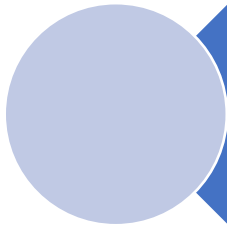
ENDING FAMILY HOMELESSNESS BY DECEMBER 2018



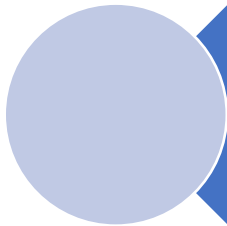
Emergency Assistance -helping families still in their own housing, but “at risk” losing it because they are behind on their rent, utilities, or other expenses



Diversion -helping families that may have lost their housing identify resources other than ES



Emergency Shelters -short-term emergency placement for families with no other resources




Supportive Housing –housing with extensive wrap around services to address barriers to maintaining housing


GOALS FOR ENDING FAMILY HOMELESSNESS



**House 81 Family Households
from By Name List:**



**Utilize Call Center to
coordinate resources &
collaborate with all partners**



**Identify Section 8 Vouchers to
move individuals from PSH
that no longer require
extensive supportive services**



**Identify additional funding
for Case Management and
RRH costs**



**Identify landlords to ensure
rapid housing placement**

SHARED GOALS- LEADING THE WAY HOME

- Community Providers, Faith Based Organizations, Businesses and Funders Support shared goals and models
- Join efforts targeting the four goals to house Chronic, Veterans, Youth & Families



Breakout Sessions

SESSION I: The Path Forward: Structure for Continuous Engagement

Daniel Ramos, Operation Supervisor
PBC Community Services Dept. –
Human & Veteran Services Division

Room#: 1W 47/50

SESSION II: Building Opportunities for Affordable Housing Development

Susan Pourciau, CFO & Director Homeless Training and Technical Assistance, Florida Housing Coalition
Sherry Howard, Deputy Director Department of Housing and Economic Sustainability
David Brandt, Executive Director Housing Finance Authority of Palm Beach County

Room#: 1 E 60

Next Steps & Call to Action

A person wearing a tan jacket and black gloves is holding a piece of torn cardboard. A semi-transparent white rectangular box is overlaid on the cardboard, containing text.

James Green

Director
PBC Community Services
Department