

# Maricopa's Road Home

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Maricopa's Regional Plan to End Homelessness

## Continuum of Care 2016/2017 ACTION PLAN

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# EXECUTIVE SUMMARY

The Maricopa Regional Continuum of Care (CoC) works to create a diverse and robust, homeless services system to ensure that individuals and families have access to resources that help them to resolve their homelessness.

Homeless services are targeted through a Coordinated Entry System that prioritizes those seeking services according to the U.S. Department of Housing and Urban Development (HUD) "Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless". This prioritization ensures that we are targeting our resources to those that with the longest time on the streets and with the most severe service needs.

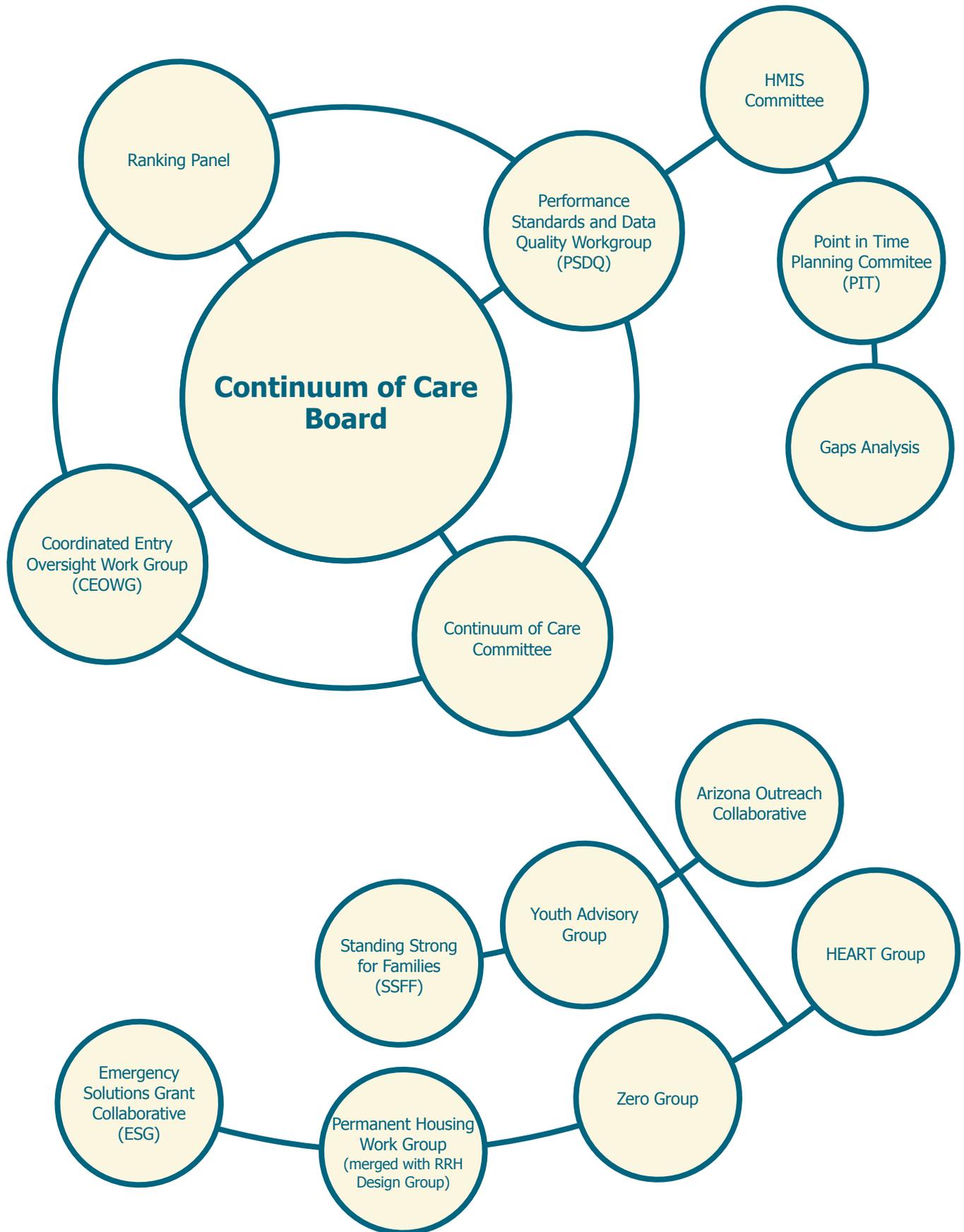
The CoC collectively embraces an approach to the delivery of homeless services that decreases barriers to housing, provides consistent delivery of services and determination of eligibility across providers, and ensures forward thinking case management rooted in evidence-based practices. As a guiding document, the "Plan to End Homelessness" works hand-in-hand with the CoC-adopted "Standards of Excellence" to provide continuity of services across the provider community.

We have made tremendous progress in our efforts to end homelessness in the Maricopa region. Through targeted work on Veteran homelessness, the CoC now has resources to end homelessness for Veteran families within 30 days and hopes to achieve functional zero for all Veteran homelessness soon. The Zero 2016/25 Cities chronic and veteran homeless initiative is working on a statewide effort to end chronic and veteran homelessness for all individuals and families in the State of Arizona. A single by-name list guides us as we coordinate case conferencing around housing those most in need.

Promoting a unified approach, inclusive decision-making, and a transparent process, the Maricopa Regional Continuum of Care seeks to right-size resources to meet the needs of every individual and family experiencing homelessness. The Continuum of Care homeless assistance portfolio consists of more than 50 programs providing 4,515 beds with annual HUD-CoC funding in the amount of over \$26 million. Since 1999, the region has successfully secured \$349 million for CoC-funded programs providing housing and services for homeless individuals and families. The community leverages the CoC resources with more than 90 programs consisting of an additional 6,379 beds funded through a variety of resources.

While we are proud of our accomplishments, we know that there is significant work remaining to be done. The following Plan to End Homelessness is our roadmap towards a day when the community has ample resources and a seamless homeless services delivery system to reach functional zero on all homelessness in Maricopa County.

# MARICOPA REGIONAL CONTINUUM OF CARE





# 2016 Point-In-Time Homeless Count

Total homeless individuals: **5,702**

**709**

Chronic



**624**

Families (2,082 Persons)



**370**

Youth



**450**

Veterans



**1,646**

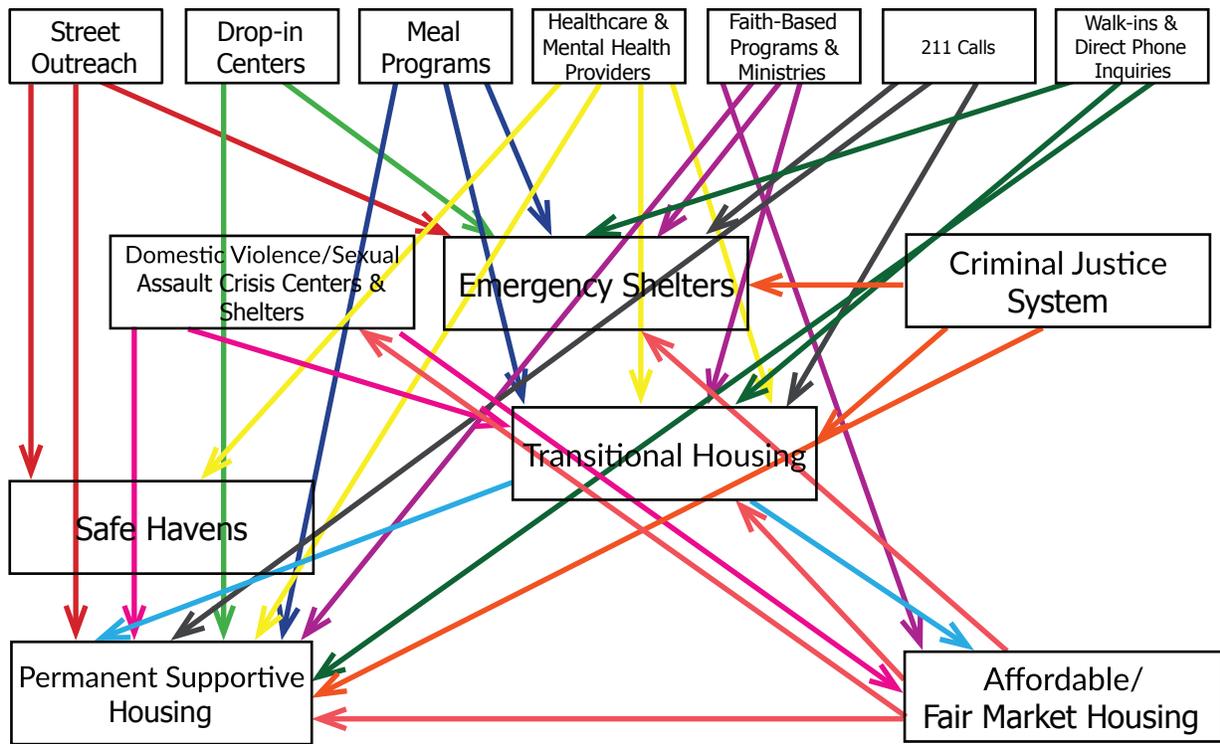
In need of immediate shelter (unsheltered)



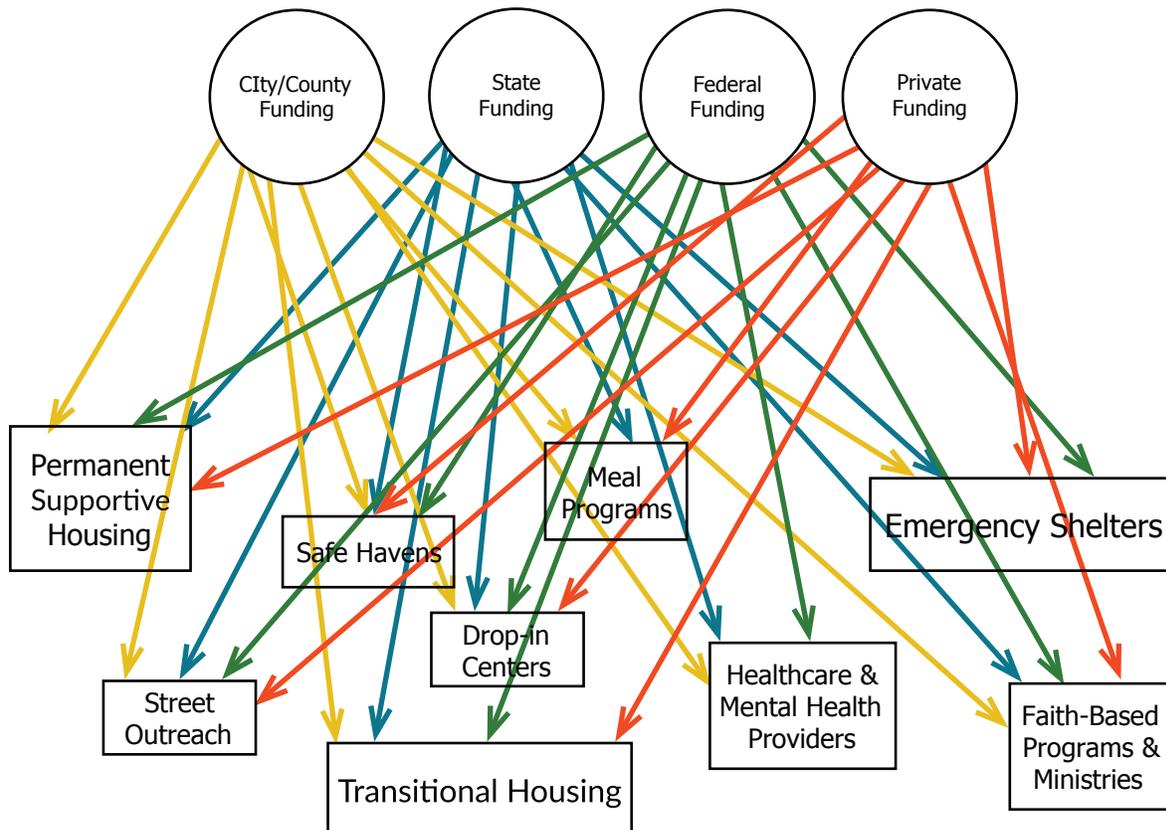
## IMPACT

- Since 2014, by providing guidance and referrals, 1,031 families have been diverted from the homeless system. 73% of those diverted do not return to homelessness.
- Providing long-term housing and services, 91% of formerly homeless residents in Permanent Supportive Housing retain their housing every year.
- Regionally, services are available to ensure that homeless veteran families are immediately connected with housing and related services.
- 98% of the CoC housing resources are low-barrier or Housing First units allowing individuals and families immediate access to housing without preconditions.

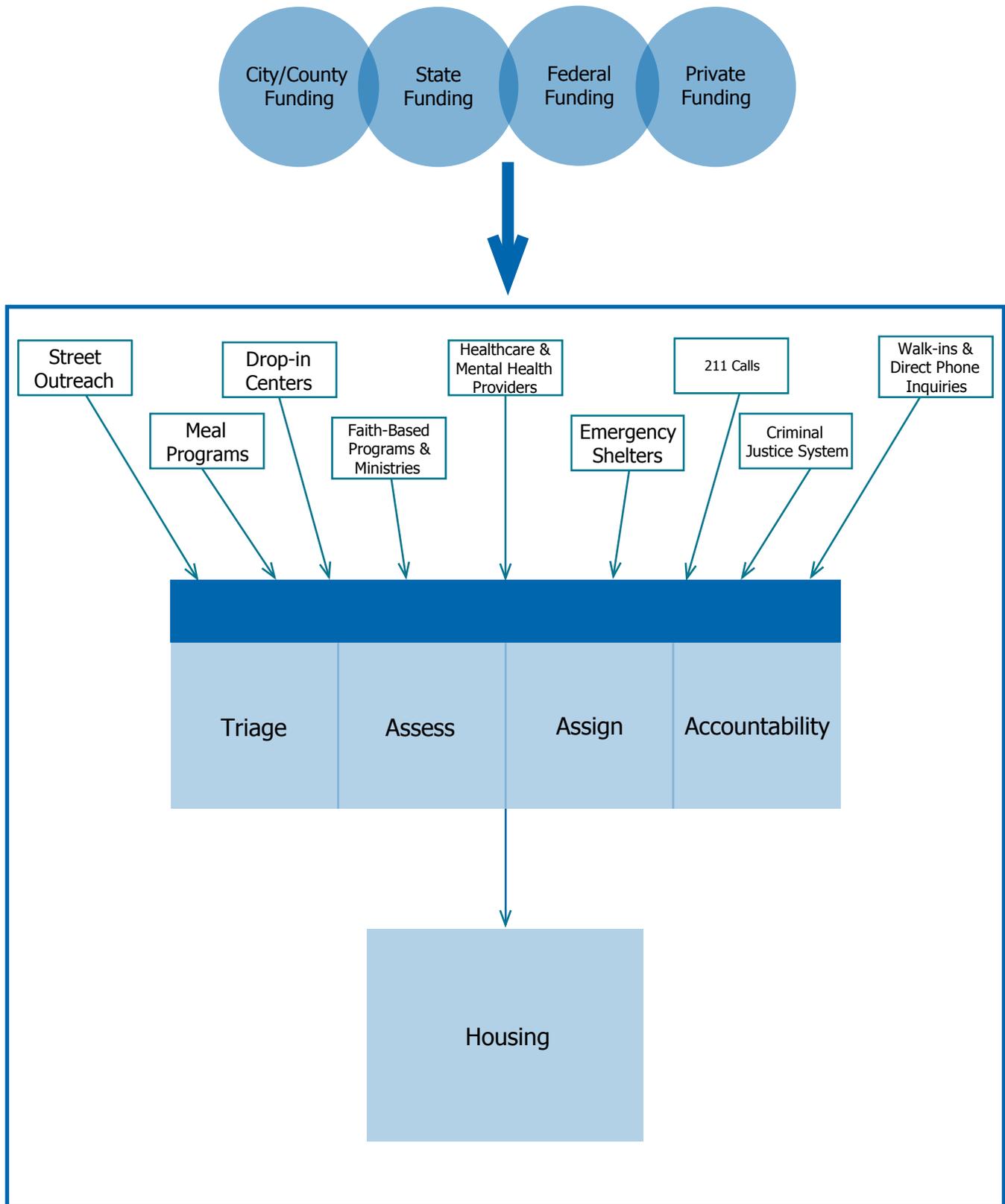
## The way a homeless individual could access services previously:



## Funding for these services was not efficient either:



Coordinated strategic investments will drive our new system, matching resources to the need for quality affordable housing and stabilizing services:



# End Chronic Homelessness

## STRATEGIES



Identify and Prioritize Housing Placement for the Most Vulnerable utilizing a "by-name" list.



Increase Permanent Supportive Housing and create efficient access to housing options.



Connect and coordinate with agency work groups to streamline services.

People experiencing chronic homelessness "have disabling conditions and spend long periods of time, often years, living in shelters and on the streets or cycling between hospitals, emergency rooms, jails, prisons, and mental health and substance use treatment facilities at great expense to these public systems. Permanent supportive housing is widely recognized as the solution ... [and] costs less."

—Opening Doors: Federal Strategic Plan to Prevent and End Homelessness

## PROGRESS

Total Unsheltered and Sheltered Chronic Homeless



Chronic Placements



Action Plan	2016 Action Items
<p>Identify and Prioritize Housing Placement for the Most Vulnerable utilizing the by-name list.</p>	<ul style="list-style-type: none"> <li>• Establish new entry sites for Coordinated Entry.</li> <li>• Formalize and operationalize the by-name list for more efficient housing placement.</li> <li>• Develop a system to clean and filter data for the by-name list.</li> </ul>
<p>Increase Permanent Supportive Housing and create efficient access to housing options.</p>	<ul style="list-style-type: none"> <li>• Perform a Gaps Analysis to identify the need for Permanent Supportive Housing units.</li> <li>• Align resources (funding sources, coordination strategies, bridge housing, etc.) to prioritize chronic homeless population.</li> </ul>
<p>Connect with the Coordinated Entry Oversight Work Group, the HEART Work Group, and the Performance Standards and Data Quality Work Group to streamline services.</p>	<ul style="list-style-type: none"> <li>• Develop a clear communication plan and get feedback on long term strategies to educate the community about needs of chronic homeless population.</li> <li>• Organize and expand case conferencing to address chronic homeless services and housing placements.</li> </ul>

# End Veteran Homelessness

## STRATEGIES



Identify homeless veterans with the by-name list and use the Coordinated Entry system to prioritize veterans for services.



Connect homeless veterans with existing VASH resources and Veterans Administration services.



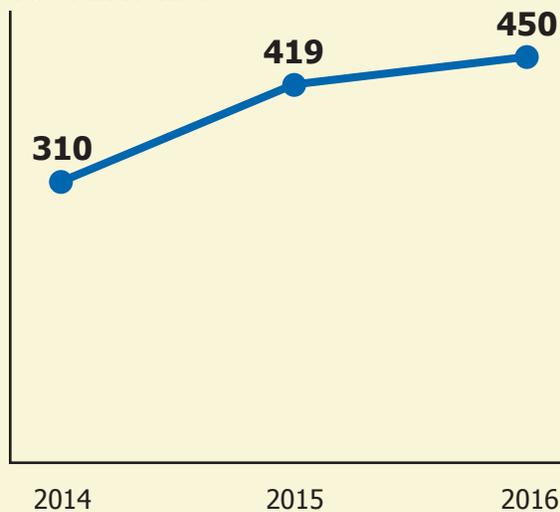
Rapidly connect homeless veterans to services and affordable housing (either VA or CoC-funded).

“Veterans are over-represented among people experiencing homelessness, compared to both the general population and the population of people living in poverty. Combat and repeated deployments introduce additional factors that contribute to the risk of homelessness, including post-traumatic stress and the disruption of connections to family and community supports.”

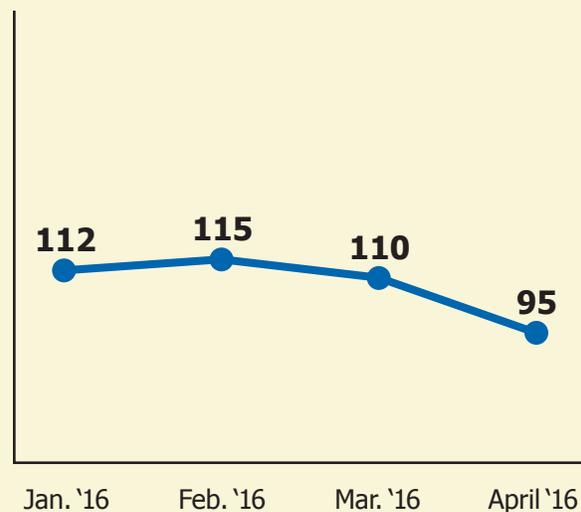
—Opening Doors: Federal Strategic Plan to Prevent and End Homelessness

## PROGRESS

Total Unsheltered and Sheltered Veteran Homeless



Veteran Placements



Action Plan	2016 Action Items
<p>Identify homeless veterans with the by-name list and use the Coordinated Entry system to prioritize veterans for services.</p>	<ul style="list-style-type: none"> <li>• Coordinate closely with the CRRC to connect veterans who qualify for VA resources to those programs.</li> <li>• Prioritize emergency shelter for the most vulnerable veterans and those awaiting housing placements.</li> </ul>
<p>Connect homeless veterans with existing VASH resources and Veterans Administration services.</p>	<ul style="list-style-type: none"> <li>• Support the transition of leadership on the veteran homeless initiative to the local Veterans Administration.</li> <li>• Work with the VA to identify, track, and manage all VASH, GPD, and SSVF resources.</li> <li>• Coordinate with the VA case conferencing for managing housing placement and services for veterans identified in the by-name list.</li> <li>• Support referrals from the VA for homeless veterans ineligible for VA resources and prioritize for CoC resources.</li> </ul>
<p>Rapidly connect homeless veterans to services and affordable housing (either VA or CoC-funded).</p>	<ul style="list-style-type: none"> <li>• Encourage the VA development of a database of resources for veterans.</li> <li>• Support VA efforts to increase and expand veteran resources and housing availability.</li> </ul>

# End Family Homelessness

## STRATEGIES



Strengthen diversion services.



Increase exits to Permanent Housing and maximize community resources.



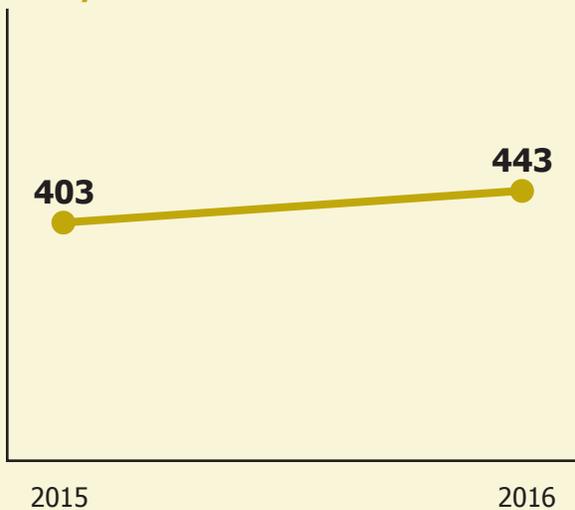
Maximize the use of all current resources and invest where there is the greatest demand.

“Homelessness can be particularly traumatizing for children and youth. Many children experiencing homelessness have poor health outcomes and often develop educational deficits as their schooling is disrupted by frequent moves, setting them on a path to underachievement in school, academic failure, and limited employment opportunities.”

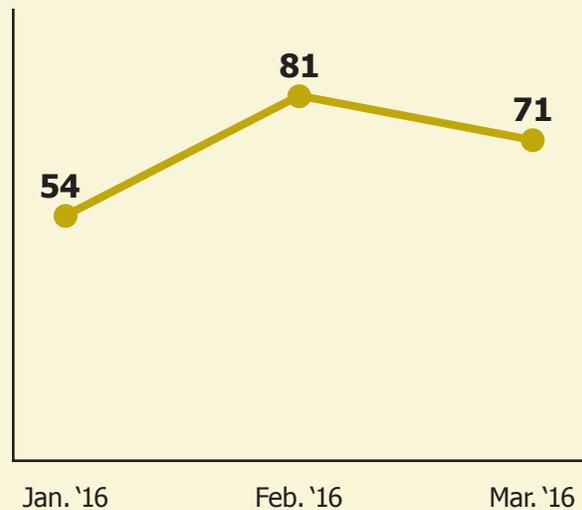
—Opening Doors: Federal Strategic Plan to Prevent and End Homelessness

## PROGRESS

Total Unsheltered and Sheltered Family Units



Homeless Family Placements



Action Plan	2016 Action Items
<p>Strengthen diversion services and coordinated entry.</p>	<ul style="list-style-type: none"> <li>• Annual Coordinated Entry performance review, looking at access points, days and hours of operation, and designated staff resources.</li> <li>• Formally define “diversion” and establish baseline data.</li> <li>• Research and test best practices.</li> <li>• Explore technology solutions for making system more transparent, integrated with HMIS, etc.</li> <li>• Coordinate with quality affordable housing resources in the community. Seek opportunities for LIHTC, HUD Multifamily, Section 8, public housing, etc. to prioritize families from the PHH.</li> </ul>
<p>Increase exits to Permanent Housing and maximize community resources.</p>	<ul style="list-style-type: none"> <li>• Work to remove barriers to affordable housing programs.</li> <li>• Set threshold goals for the system to include exits to PH, length of stay, and returns to homelessness.</li> <li>• Retain/enhance support services needed to exit families to Permanent Housing.</li> <li>• Implement long-term, extensive services for Rapid Re-housing to prevent recidivism</li> </ul>
<p>Maximize the use of all current resources and invest where there is the greatest demand.</p>	<ul style="list-style-type: none"> <li>• Analyze data collected through coordinated entry and examine the current community portfolio.</li> <li>• Make recommendations to funders and policy makers regarding any shifts required in order to better meet the needs of families.</li> <li>• Launch a family campaign to right size the housing and shelter interventions.</li> </ul>

**\*Please refer to the Plan to End Family Homeless for extended version.**

# End Youth Homelessness

## STRATEGIES



Bridge connection to schools, juvenile justice system, and Foster Care.



Develop Transitional Housing and improve system delivery.



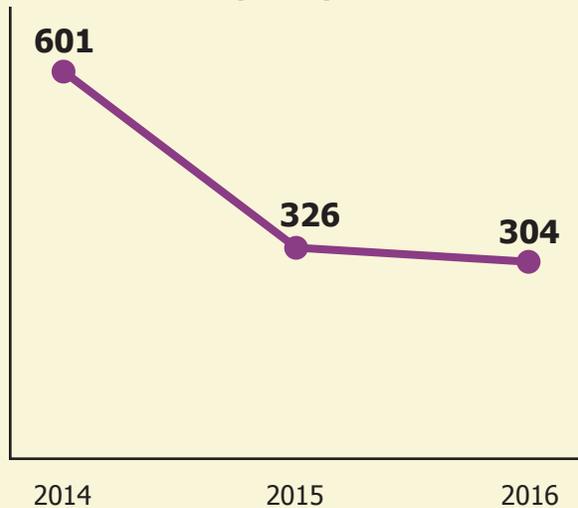
Identify and define unique needs of youth, and improve service delivery to youth populations.

“Youth experiencing homelessness have high rates of health and behavioral health challenges, including trauma from the experience of homelessness, family separation, as well as experiences of interpersonal violence.”

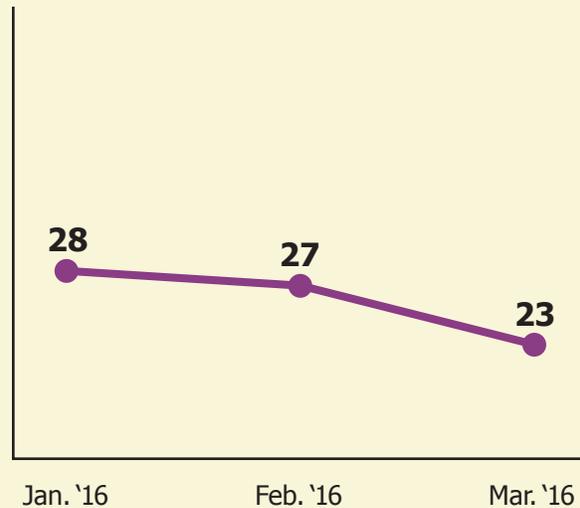
—Opening Doors: Federal Strategic Plan to Prevent and End Homelessness

## PROGRESS

Total Unsheltered and Sheltered Homeless Youth (18-24)



Homeless Youth Placements



Action Plan	2016 Action Items
<p>Bridge connection to schools, juvenile justice system, and Foster Care.</p>	<ul style="list-style-type: none"> <li>• Develop connection with schools, juvenile justice, and foster care.</li> <li>• Interface with Coordinated Youth Entry System.</li> </ul>
<p>Increase Permanent Supportive Housing and Rapid Re-housing resources and create efficient access to housing options.</p>	<ul style="list-style-type: none"> <li>• Perform a Gaps Analysis to identify the need for Permanent Supportive Housing units and Rapid Re-housing resources.</li> <li>• Align resources (funding sources, coordination strategies, bridge housing, etc.) to prioritize homeless population.</li> </ul>
<p>Develop Transitional Housing for underage youth and improve system delivery.</p>	<ul style="list-style-type: none"> <li>• Develop a detailed action plan that coordinates programs, services, and methodologies that will end and prevent youth homelessness.</li> <li>• Research and implement best practices in Transitional Housing and independent living.</li> </ul>
<p>Identify and define unique needs of youth, and improve service delivery.</p>	<ul style="list-style-type: none"> <li>• Define "youth" homelessness and all sub-categories within the youth homelessness umbrella.</li> <li>• Support development of mapping youth hotspots using Point-In-Time homeless count data.</li> <li>• Identify trends based on Point-In-Time youth homeless count data.</li> <li>• Evaluate data coming out of youth system and report back to Continuum of Care on the needs of the homeless youth.</li> <li>• Revise Program Performance Scorecard to recognize best practices related to serving homeless youth (Transitional Housing is considered a best practice for serving homeless youth).</li> </ul>

# Set a Path to End All Homelessness

## STRATEGIES



Identify and prioritize by need using fully functional Coordinated Entry System.



Implement and report monthly on system progress via a community dashboard report.



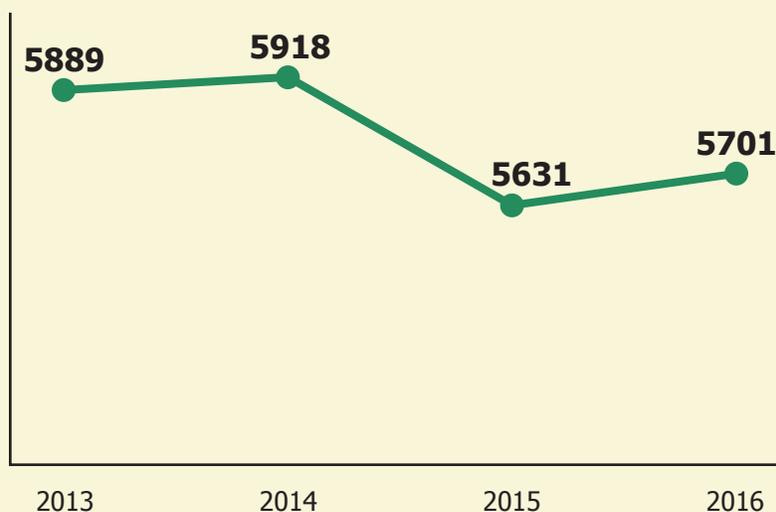
Monitor accountability for system performance.

“An end to homelessness does not mean that no one will ever experience a housing crisis again. Changing economic realities, the unpredictability of life, and unsafe or unwelcoming family environments may create situations where individuals, families, or youth could experience, re-experience, or be at risk of homelessness. An end to homelessness means that every community will have a systematic response.”

—Opening Doors: Federal Strategic Plan to Prevent and End Homelessness

## PROGRESS

Total Unsheltered and Sheltered Persons Homeless



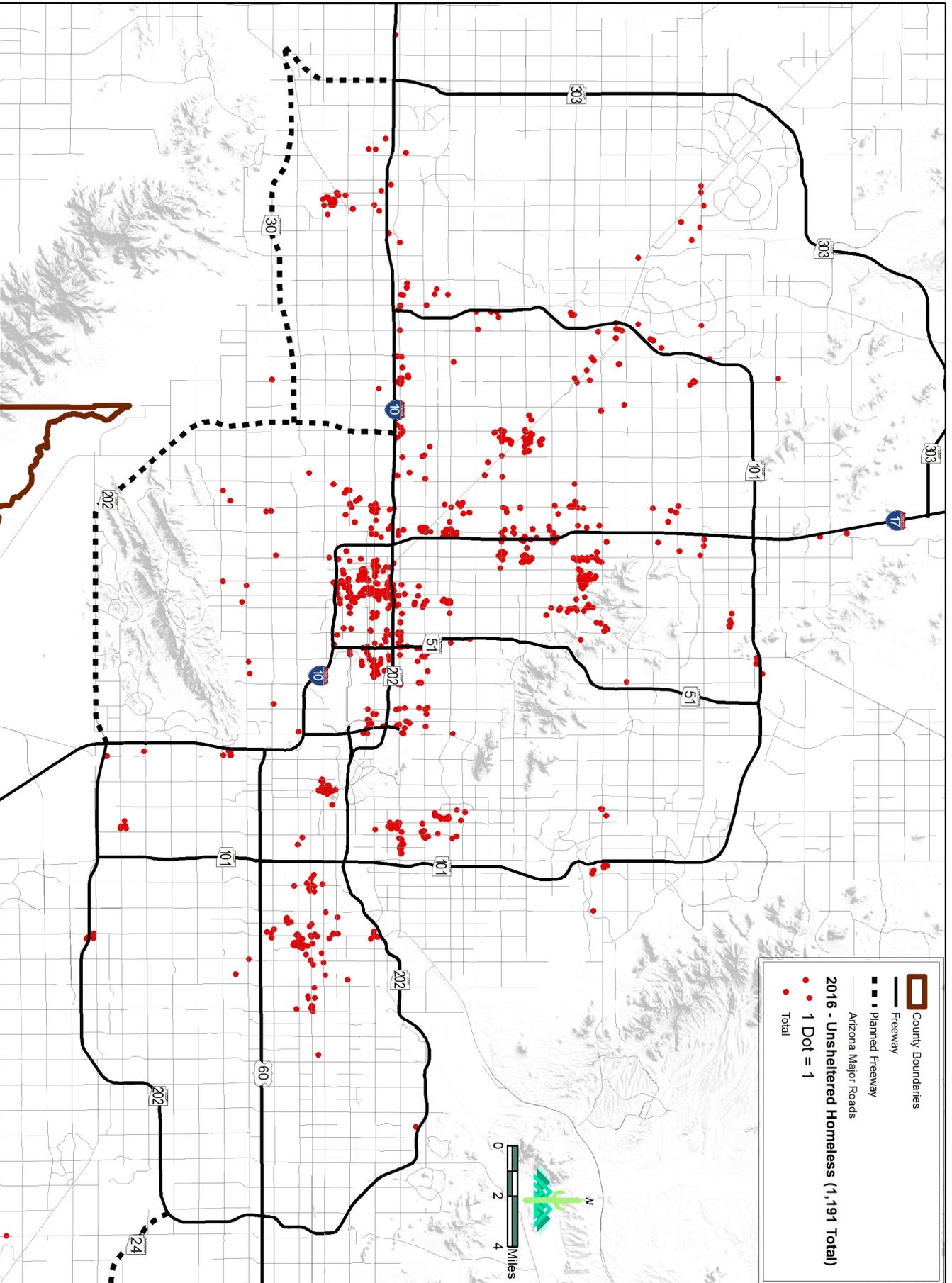
While our work is not finished, our progress thus far is proving that homelessness is not the intractable problem many once thought it to be, but a problem we can solve.”

—U.S. Secretary of Labor  
Thomas E. Perez

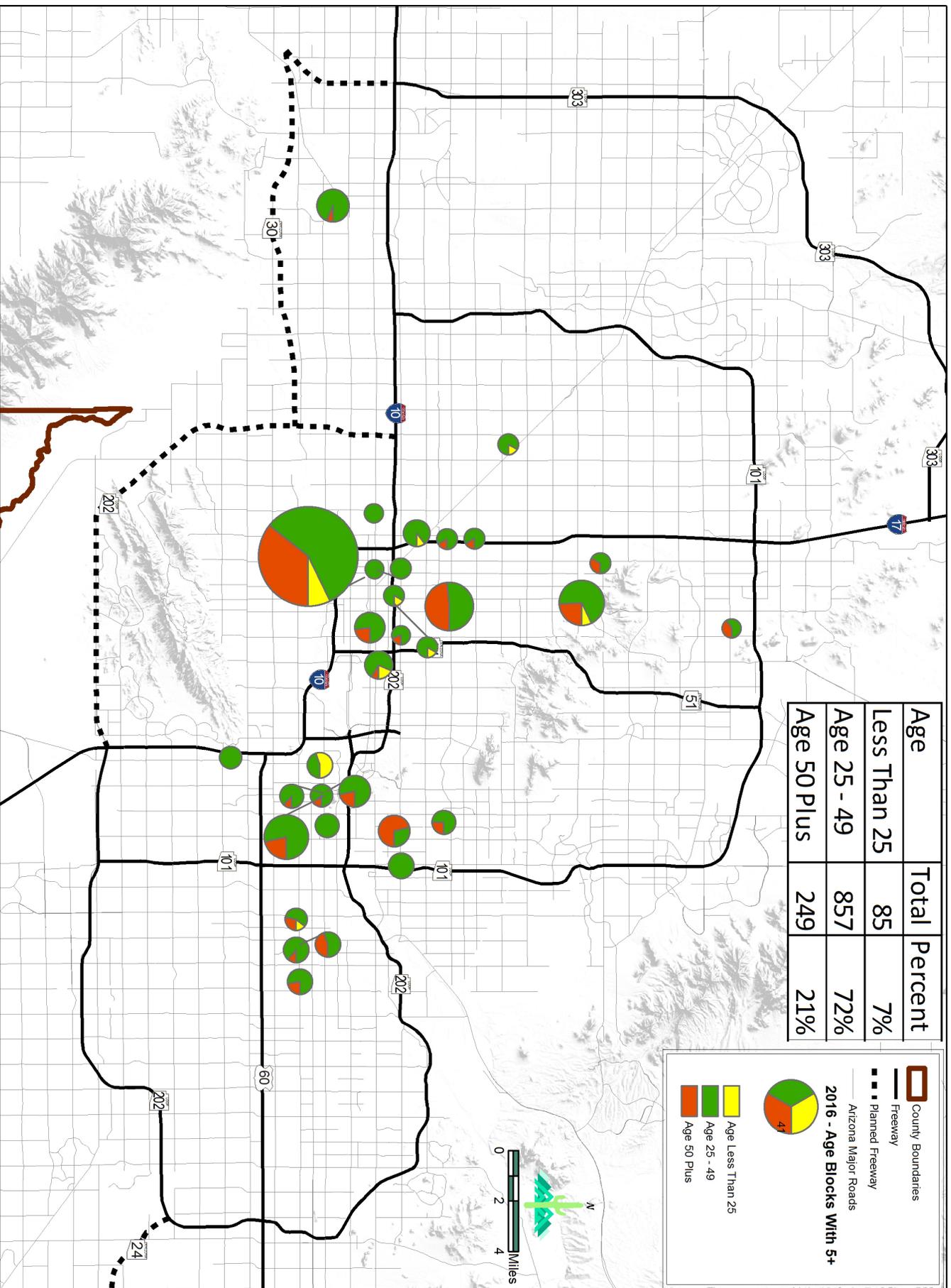
—Opening Doors: Federal Strategic Plan to Prevent and End Homelessness

Action Plan	2016 Action Items
<p>Identify and prioritize by need using fully functional Coordinated Entry System.</p>	<ul style="list-style-type: none"> <li>• Establish a Coordinated Entry System connection with jails, emergency services, law enforcement, fire departments, emergency rooms, and Regional Behavioral Health Authority.</li> <li>• Improve connections with domestic violence, youth (18-24), and veterans providers.</li> <li>• Develop regional communication plan on homeless issues.</li> <li>• Identify other funding sources to fund staff, programs, and additional housing resources.</li> <li>• Increase number of case managers/housing navigators for housing placements.</li> </ul>
<p>Implement and report monthly on system progress via a community dashboard report.</p>	<ul style="list-style-type: none"> <li>• Establish and develop matrix for dashboard reporting.</li> <li>• Generate and develop a process for a sustainable monthly report by project, intervention, or region.</li> <li>• Operationalize the collection, analysis, and reporting of data using all systems: Homeless Management Information Systems (HMIS) and HMIS-comparable databases.</li> </ul>
<p>Monitor accountability for system performance.</p>	<ul style="list-style-type: none"> <li>• Improve the functionality of Homelink and HMIS to coordinate resources and provide data. Improve connection between the systems to facilitate data management.</li> <li>• Operationalize the by-name list for efficient and sustainable client identification, prioritization, and service assignment.</li> </ul>

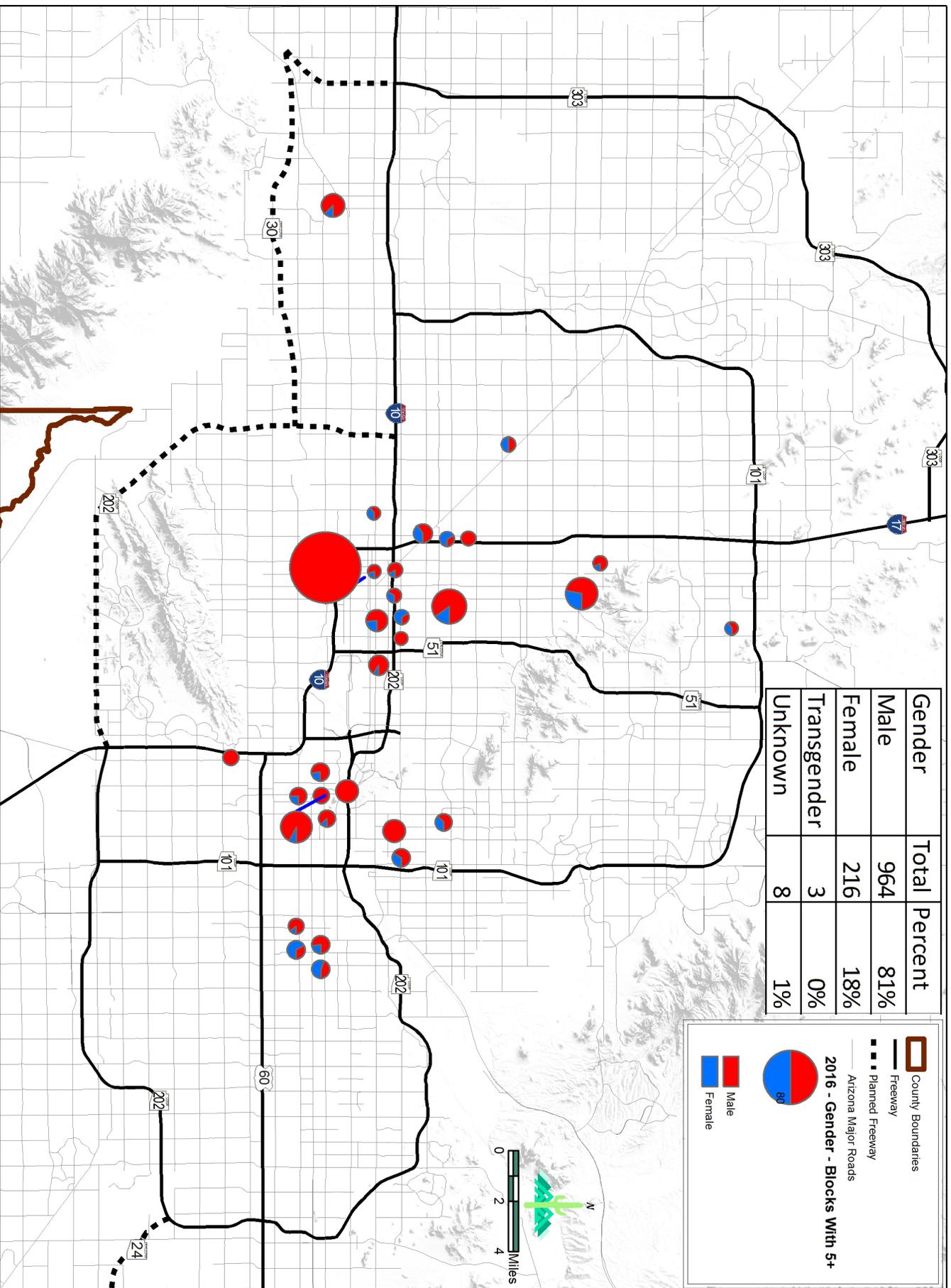
# 2016 Unsheltered Homeless



# 2016 Unsheltered Homeless - Age (Blocks With Five or More)



# 2016 Unsheltered Homeless - Gender (Five or More in One Block)



# 2015 to 2016 Unsheltered Homeless Concentration Change

