

Barbara Poppe and associates

The collective for impact

# The Path Forward: *recommendations to advance an end to homelessness in the Coachella Valley*

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CVAG HOMELESSNESS COMMITTEE

JANUARY 16, 2019

Report was funded by the Desert Healthcare District and Foundation,  
November 2018

# Overview of Presentation

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1. Introduction
2. Planning Process
  - Q&A
3. Findings
  - Q&A
4. Strategic Action Plan
  - Q&A
5. Closing reflections for CVAG
  - Q&A

## Experience

# Barbara Poppe

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Nationally recognized expert on homelessness and results-driven public-private partnerships

Former executive director of the United States Interagency Council on Homelessness – 2009-2014. During tenure,

- **Opening Doors**, the first comprehensive federal strategic plan to prevent and end homelessness was launched in June 2010.
- Recognized by GAO in 2014 “**Managing for Results**”

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# A Framework for Action

SEPTEMBER 2018

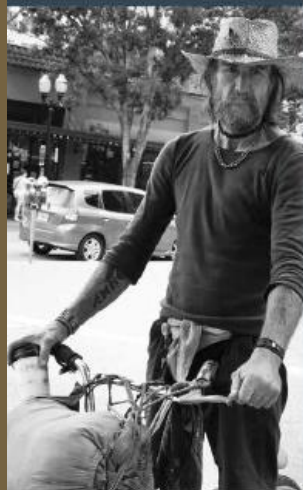



## Unlocking doors to homelessness prevention

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Solutions for preventing homelessness and eviction

- Affordable Housing Alliance of Central Ohio
- Laura and John Arnold Foundation
- Starbucks
- Vulcan/Paul Allen

Central Florida's  
Roadmap Home

Strategic Actions to  
Impact Homelessness  
2014-2018



Also serves on the national boards of the **Enterprise Community Partners** and the **Siemer Institute for Family Stability**.

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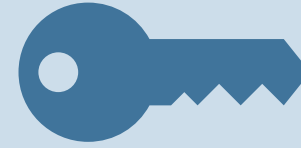
**Housing First –**  
A proven  
approach and the  
foundation for  
success

An approach to ending homelessness that centers on providing people experiencing homelessness with housing as quickly as possible – and then providing services as needed.

People are better able to move forward with their lives if they are first housed.



# Keys to success



## Crisis Response

- ✓ Unsheltered or at imminent risk
- ✓ Diversion
- ✓ Low barrier, housing focused shelter

## Housing Solutions

- ✓ Increase options –
  - units
  - rental assistance
- ✓ Prioritize access
- ✓ Rapidly connect

## Alignment

- ✓ Housing First
- ✓ Data driven
- ✓ Client-centered systems approach

# Planning Process

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FUNDED BY DESERT HEALTHCARE DISTRICT AND FOUNDATION

# How the recommendations were developed...

## Core Team

Linda Barrack, Martha's Village and Kitchen

Cheryll Dahlin, CVAG

Linda Evans, Tenet Healthcare and City Council of La Quinta

Lisa Houston and staff, Desert Healthcare District (DHCD)

Sabby Jonathan, City Council of Palm Desert

Damien O'Farrell, Path of Life Ministries

Greg Rodriguez, Riverside County 4th District Supervisor

Carole Rogers, DHCD Board Member

Mike Walsh, Riverside County Housing Authority



## Process – June - November 2018

Key leader interviews

Two onsite consultations

Focus groups – west, mid and east valley

Leader planning sessions

Data gathering from Riverside County and providers – programs, outcomes, funding streams, etc.

Document review

Data analysis – national, state, and regional data

Best practices review

Program visits: Path of Life Ministries Outreach, Martha's Village and Kitchen, Coachella Valley Rescue Mission, and Indio CORP



# 40 + Organizations Participated

- 
- |   |   |  |
|---|---|--|
| ABC Recovery  | Inland Empire Health Plan   | Riverside County Housing Authority           |
| Borrego Health  | Jewish Family Service of San Diego  | Riverside County Latino Commission           |
| Catholic Charities  | Jewish Family Service of the Desert   | Riverside County Sheriff's Office            |
| City of Indio   | La Quinta City Council  | Riverside University Health System – BH, CES |
| Clinicas del Salud/Flying Doctors                               | Lift to Rise  | SafeHouse of the Desert                      |
| Coachella Valley Association of Governments                     | Mama's House  | Shelter from the Storm                       |
| Coachella Valley Housing Coalition                              | Martha's Village and Kitchen  | Sunline Transit Authority                    |
| Coachella Valley Rescue Mission                                 | Palm Desert City Council  | Tenet Healthcare                             |
| Coachella Valley Unified School District                        | Palm Springs City Council   | The Ranch Recovery Centers                   |
| Coachella Valley Volunteers in Medicine                         | Palm Springs Housing Crisis Team/HHOPE  | Well in the Desert                           |
| Deputy County Executive Officer for Riverside County - Homeless | Palm Springs Unified School District  |  |
| Desert AIDS Project   | Path of Life Ministries   |  |
| Desert Highland Gateway Community                               | Riverside County 4 <sup>th</sup> District Supervisor V. Manuel Perez's Office |  |
| FIND Food Bank  | Riverside County Continuum of Care/ Department of Public Social Services      |  |
| Galilee Center  | Riverside County Court Appointed Special Advocates                            |  |
| Indio Police Department   |   |  |

# Purpose of recommendations

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Reduce unsheltered homelessness.

Increase the “throughput” from literal homelessness to stable housing.

Address needs of **most vulnerable young children** who are precariously housed and at imminent risk of literal homelessness.



# Findings

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SUMMARY

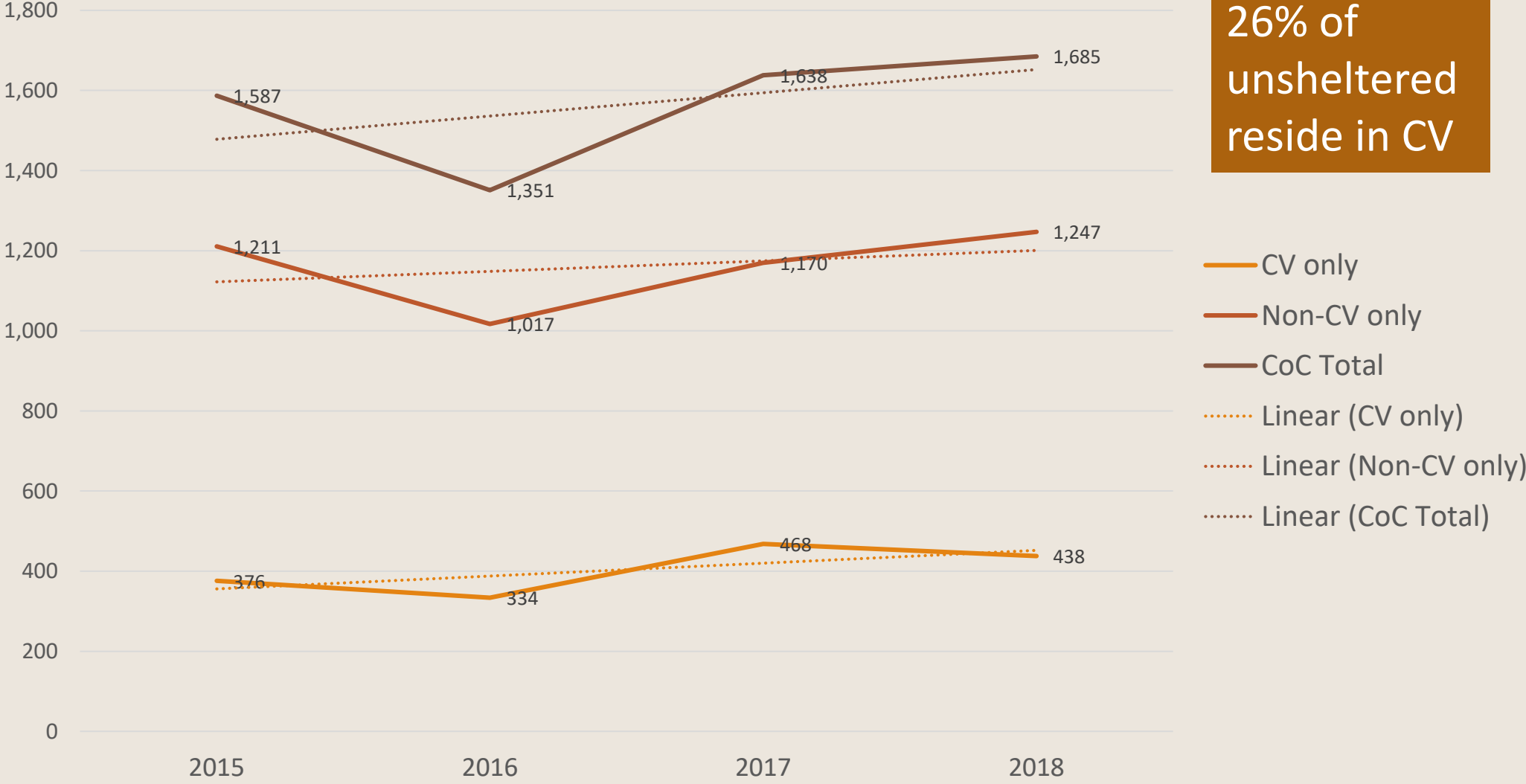
# Former West Valley Homeless Shelter: Roy's Desert Resource Center

- Overnight Shelter only with meals
- Ranged 60-120 beds a night
- Over \$1 million in Annual Operations Cost
- 3% to Permanent Destination (HARC Report)

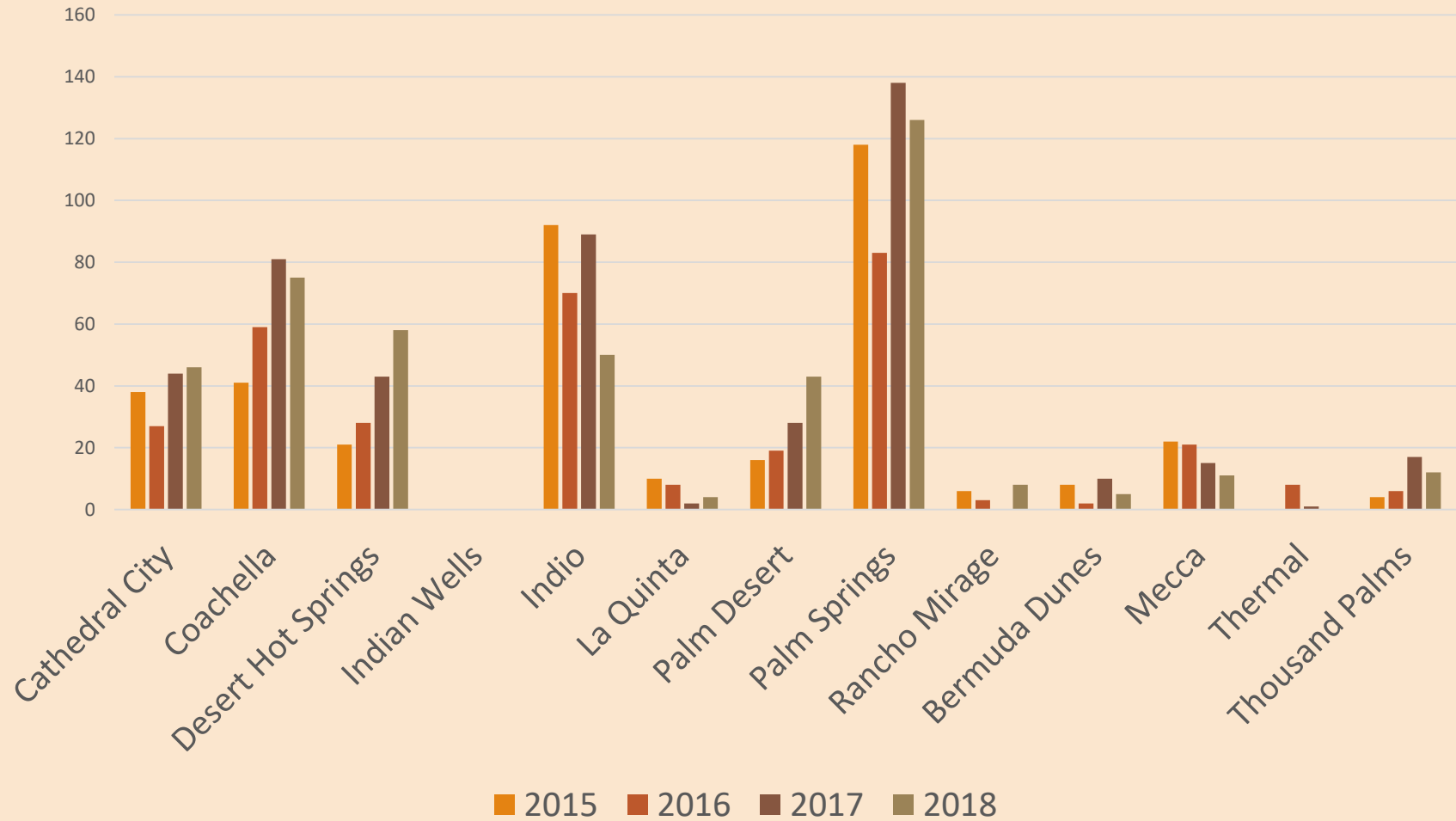


# Riverside CoC PIT Unsheltered Trends Coachella Valley Compared to Other Areas

26% of  
unsheltered  
reside in CV



# Coachella Valley PIT Trends By Jurisdiction 2015-2018





# HOMECONNECT: CV HOUSEHOLDS

Since 2016, **881** assessed

- ❖ 299 housed
- ❖ 55 have housing match/seeking landlord
- ❖ 250 were inactivated
- ❖ 277 are currently active and awaiting a housing match
  - 74% are chronically homeless awaiting PSH



# Permanent Supportive Housing

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- ❖ Serve chronically homeless
- ❖ Primarily county-wide
- ❖ 97% retained that housing or exited to other permanent housing

# Other programs

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- ❖ 530 crisis housing beds in CV
  - Not operating at full capacity
  - Not aligned with best practices
- ❖ 44% of exits from emergency shelter, transitional and rapid rehousing were successful
- ❖ Among households who exited to permanent housing, **81% did not return to homelessness.**

# Street Outreach

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- ❖ Lowest rate of successful exits, just **19%** exited to permanent housing
- ❖ Lowest rate of quality data collection
- ❖ Limited coordination and alignment across providers

## Coachella Valley provides disproportionate share of crisis housing response for Riverside County

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18% of general population lives in Coachella Valley

26% of unsheltered homeless people reside in Coachella Valley

63% of all emergency shelter beds are located in the Coachella Valley

58% of all transitional housing beds are located in the Coachella Valley



# Questions

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# Strategic Action Plan

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DEVELOPED THROUGH PLANNING SESSIONS

Pillar One:	Community Engagement and Leadership
Pillar Two:	Improve Cross-Sector Responses
Pillar Three:	Improve Crisis Response
Pillar Four:	Increase Exits to Housing and Services

# Consensus Recommendations *(ranked by order of impact)*

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## Phase 1

Establish the **Coachella Valley Collaborative to End Homelessness**

Scale up diversion assistance or “**assisted rapid resolution**” across the Coachella Valley

Scale up **Permanent Supportive Housing (PSH)** that uses best practices approach and increase access to housing and services in other settings

Implement an enhanced **Health Home Program** to prevent homelessness and assist homeless individuals to exit more quickly to stable housing with services

Increase access to affordable rental housing by **preserving existing housing** options and establishing a coordinated and **collaborative landlord recruitment** initiative

Align **Rapid Rehousing (RRH)** funding and practices with best practices approach; scale up as needed



# Consensus Recommendations *(ranked by order of impact)*

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## Phase 2

Establish an **early childhood and school-based collaborative** for homelessness prevention programs to stabilize the most vulnerable children and families

Establish a true, **collaborative crisis response system** to provide a more comprehensive response to homelessness across the Coachella Valley

## Pillar Three: Improve Crisis Response

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Scale up diversion assistance or “**assisted rapid resolution**” across the Coachella Valley

Prevention: *At risk* of losing housing

Rapid Resolution:  
Requesting shelter  
or unsheltered

Homeless  
Services

### Rapid Resolution

- Problem-solving approach
- Relocation assistance
- Housing search
- Rental and financial assistance
- Mediation
- Connection to mainstream resources

Rapid Resolution: an alternative to admission to emergency shelter or transitional housing



Diverted from Homelessness

Example: Connecticut

## From Homeless to Housed

Families pursuing Diversion were able to **obtain safe housing successfully** about half the time and **at a lower cost** when compared to other interventions.

	Successful exits to housing	Annual cost per successfully housed family	Cost breakdown for Diversion
Diversion	49% <sup>a</sup>	\$1,668 <sup>c</sup>	<b>\$1,031</b> in Flex Funds + <b>\$637</b> for Staffing = <b>\$1,668</b> Cost per successfully housed family
Emergency Shelter	35% <sup>b</sup>	\$10,641 <sup>d</sup>	
Rapid Re-Housing	75% <sup>b</sup>	\$14,407 <sup>d</sup>	
Transitional Housing	71% <sup>b</sup>	\$10,743 <sup>d</sup>	

# Example: Washington

## Scale up rapid resolution **FIRST** everywhere –

- ✓ Inventory available resources
- ✓ Transform CVAG HF's homeless prevention
- ✓ Raise flexible funds
- ✓ Identify access points
- ✓ Organize cross-agency training
- ✓ Develop procedures for centralized assistance pool
- ✓ Add staff capacity, as needed
- ✓ Advocate with Riverside CoC to align



# Questions

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# Collective Impact – a proven approach for complex issues

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## Common Agenda

- Common understanding of problem to be solved
- Willingness for shared work to solve problem

## Shared Measurement

- Commit to collecting data and measuring results
- Shared accountability for results

## Mutually Reinforcing Activities

- Activities differentiated and coordinated through plan of **action**
- Commitment to alignment as work changes over time

## Continuous Communication

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

## Backbone Organization

- Accountable organization with staff and specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations



HOME FOR GOOD



## HOME FOR GOOD

The Home For Good Initiative is a county-wide effort that includes over 200 partners (representing government agencies, foundations, and service providers) working collaboratively on solutions to end homelessness in Los Angeles County. The initiative was launched in 2010 by the Business Leader's Task Force on Homelessness, a partnership of the United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

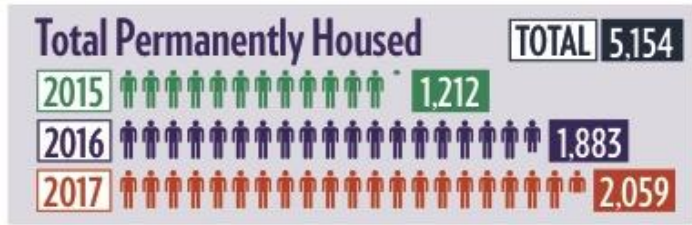


# COMMUNITY PLAN TO END HOMELESSNESS IN SANTA CLARA COUNTY 2015-2020

## MARCH 2018 PROGRESS REPORT

### 1 DISRUPT SYSTEMS Disrupt and transform existing homeless response systems

People in Permanent Supportive Housing Who Remained Stably Housed\* **94%**



### 2 BUILD THE SOLUTION New housing opportunities



### 3 SERVE THE PERSON Deploy the new solutions with a client-centered approach to meet each individual's needs.

**JAN 2018**  
**990**  
Veterans Housed

**285** New Living Wage Employment Pathways

New \$4.2M Family Homelessness Prevention System Pilot to Serve  
**660** Families

**Project Welcome Home**  
**83%** Reduction in Crisis Services Usage by Tenants Housed > 6 Months



For more information visit: [DestinationHomeSV.org](http://DestinationHomeSV.org)

\*Percentage of people served in permanent supportive housing who are still enrolled in or exited to stable housing



## Pillar One: Community Engagement and Leadership

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Establish the Coachella Valley Collaborative to End Homelessness Collaborative – a collective impact initiative

1. Convened by Desert Healthcare District and CVAG Homeless Committee with Riverside County Executive Office and Continuum of Care
2. Implement recommendations contained in BPA report
3. Engage the entire community in solutions
4. Organize a funders collaborative that includes current and potential local public and philanthropic investors
5. Strengthen the data foundation—what gets measured, gets done
6. Create a strong staffing “backbone”



# Questions

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# Closing reflection

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“ending  
homelessness not  
only is the  
right thing to do,  
it makes  
economic sense.”



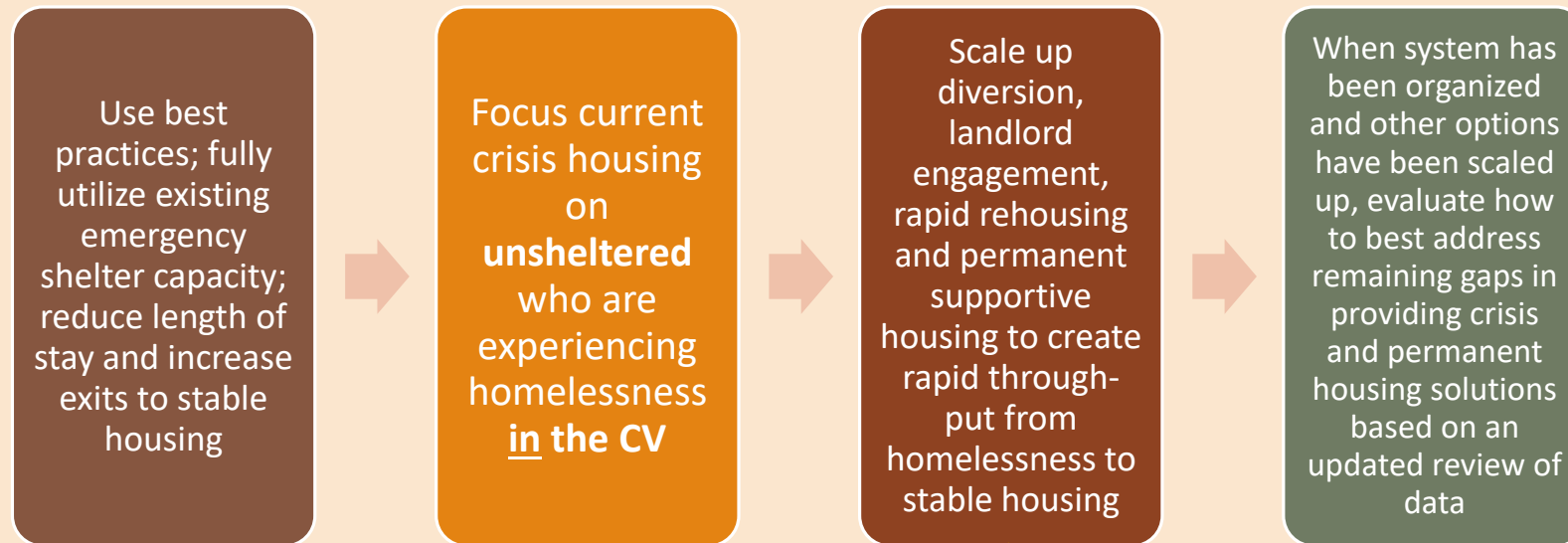
# Key shifts

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- 1) Laser-focus on **results through data-driven** investment
- 2) **Target resources to people who are unsheltered in CV**
- 3) Scale up **assisted rapid resolution** across the Coachella Valley
- 4) **Expand permanent housing** – rapid rehousing, permanent supportive housing and affordable rental housing
- 5) Establish the Coachella Valley **Collaborative** to End Homelessness & implement full report



# Before expanding emergency shelter in west valley....



*Under-investment in these other areas will create bottleneck resulting in more discharges into homelessness or long stays in crisis housing*



# Key Roles:

## CVAG Homelessness Committee

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- Facilitate regional governmental collaboration
- Bring more stakeholders to the table
- Provide policy direction to preserve and develop affordable rental housing
- Provide joint public funding that is focused on reducing unsheltered homelessness in CV
- Require accountability for data-driven results



# Transforming CV Housing First

1. Focus all efforts on assisting families and individuals who are unsheltered within CV
2. Enhance collaboration among all providers within CV.
3. Transform current homelessness prevention to assisted rapid resolution (diversion) focused on unsheltered homeless people
4. Improve exits to permanent housing from RRH
5. Evaluation should assess effectiveness and efficiency of each individual program component compared to other similar program types

# Closing thoughts...

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The “north star” for the Coachella Valley Collaborative to End Homelessness should be to bring a functional end to homelessness – making it rare, brief and non-recurring.

The residents of neighborhoods across the Coachella Valley – those who are housed and those who are without – should be able to see the first-hand impact of this effort over the next few years.



# Questions

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