

# Contra Costa System Map

Determining Resource Capacity, Need & Maximization Opportunities to End Homelessness



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# Presentation Agenda

- System Map Purpose
- Key Highlights from the System Map
- **Use of the System Map:** Right-Sizing the System
- **Use of the System Map:** Maximizing Existing Resources
- Next Steps

# Introductions

## Technical Assistance Collaborative (TAC)

- Nonprofit technical assistance firm; specializes in housing & human services
- California HCD technical assistance (TA) contractor: Capacity Building
- Fulfilling Contra Costa TA related to system planning efforts

**Ashley Mann-McLellan, Housing Team**



# System Map Purpose



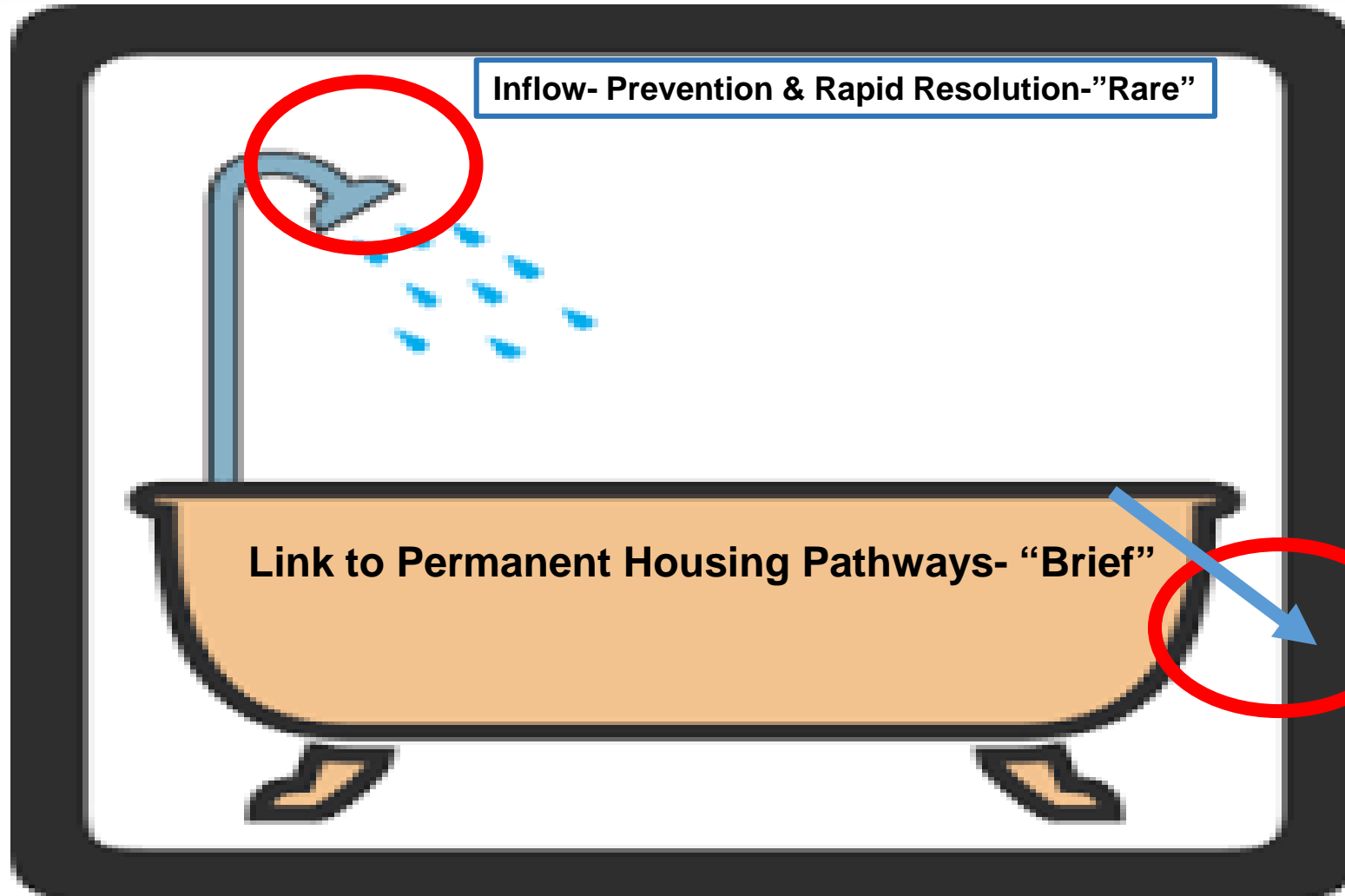
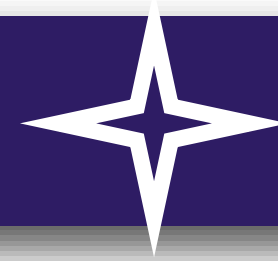
# What Does this System Map Represent?

- Positioning of Housing Resources in Contra Costa
- Agencies Administering Housing Resources
- General Participant Flow through Contra Costa System of Care
- Capacity of Housing Resources
- Key Data Points Related to Need

# How to Use This System Map

- Resource Allocation (how do we fill capacity gaps)
- Setting Strategic Plans or Priorities (what do we address first)
- Resource Maximization (how do we use what we have efficiently)
  - Prioritization of Participants For Limited Resources
  - Exploring Process Causes of Bottle Necks
  - Improving Performance of All System Components

# North Star in System Resource Planning

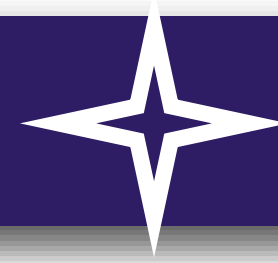


Inflow- Prevention & Rapid Resolution- "Rare"

Link to Permanent Housing Pathways- "Brief"

Stabilization- "One-Time"

# North Star in System Resource Planning



End homelessness by making it rare, brief & one-time

Federal framework

## 2 Part Approach to Reach the Goal

1. Ensure the system has the resources it needs
2. Ensure the system is performing well with the resources it has





# System Map Walk-Through



# Quick Note: The Community's Working Document

- System map will be distributed at a later date
- Based on questions/thoughts you have today, it may be updated prior to use in planning efforts

# CONTRA COSTA HOMELESS SERVICE SYSTEM

## Meeting the Need

5,800 HH experience literal homelessness annually

26% leave to permanent housing (1,450 HH)

There are PH resources to meet about 50% of the need/year\*

At least 2,000 more PH interventions are needed to meet the need in a year

The average length of time homeless increases from 58 to 87 months in one year (2017-2018). 28% are chronically homeless.

\*Assumes common rate of 25% self-resolve

## PSH CAPACITY

About 36 PSH units open/year, which houses about 5% of the chronic population on the current chronic by name list (900 HH). Average wait time for those referred is 10 months.

## PERMANENT SUPPORTIVE HOUSING - 494 BEDS

Family Units, Youth, Individual Units, Veterans, Chronic

PH

## RAPID RE-HOUSING

Family Units, Individual Units, DV Units, Vets  
Projected to serve 656 HH annually  
Avr Financial Assistance: \$6,000/HH

PH

## RRH CAPACITY

Meets 47% of the need of people waiting in CE (1,400 HH)

PH

## CE WAIT TIME

1,400 people assessed for CE; avg wait time: 11+ mos.  
Of those assessed on the current queue:  
40%: High Vulnerability  
48%: Medium Vulnerability  
12%: Low/No Vulnerability

## TRANSITIONAL HOUSING 136 BEDS

84% utilization rate  
Family Units, Youth, DV, Individual Units, Veteran  
97 people exited/yr; 70% went to permanent housing destinations

TH

17% WHO EXIT PH return to homelessness within 2 years

## MARKET RATE HOUSING

About 1/3 of people served in all programs, including HP and RRH, transitioned to market rate or other affordable housing as a permanent destination

REGULATED AFFORDABLE HOUSING & NATURALLY OCCURRING AFFORDABLE HOUSING  
3.7% rental vacancy rate

**EMERGENCY SHELTER**  
573 BEDS - 86% UTILIZATION RATE  
Individual, Family, Youth and Veteran Beds  
Serve 1700 people/year  
Average LOS - 4 months  
58% of exits -> Permanent Housing

ES

## PREVENTION & RAPID RESOLUTION

In 2018, 90% of HH who exited prevention went to a permanent housing destination (455 HH)

## COORDINATED ENTRY (CE) FRONT DOOR

ACCESS POINTS 211 OR PROVIDER STAFF FROM:  
211 Phone, CARE Centers, CORE Team

CE

## OUTREACH

CORE Team

**DENIED SHELTER ENTRY OR EXITED**  
Under the influence of drugs/alcohol  
Other non-compliance

## ALTERNATIVE TO SHELTER OPTIONS

Warming Centers  
Capacity: 70 cots/night

## AT RISK OF HOMELESSNESS

The top reasons for homelessness for people homeless for the first time include:

1. Low income
2. Job loss
3. Asked to leave

## UNSHELTERED/LITERALLY HOMELESS

About 5,800 households experience literal homelessness in Contra Costa in a year.

51% (2,978 HH) experience unsheltered homelessness

The top reasons for homelessness among people who have previous homeless episodes include:

1. Low income
2. Job loss
3. Substance Use

## LEGEND

Populations:	Housing Types:	Acronyms:
Family	Permanent Housing	HH: Households
Individual	Transitional Housing	LOS: Length of Stay
Youth	Emergency Shelter	LOT: Length of Time
Veteran	Coordinated Entry	PH: Permanent housing destination
Domestic Violence Provider		

Data Source: 2019 System Performance Measure Report, 2018 Point in Time Count, and HMS reports run between 10/17-9/18. Coordinated Entry data reflected is in real-time and reflects the current state between 1/2018-8/2019. Note on vulnerability of score scale: High vulnerability = 20-29 scores; medium vulnerability = 5-9 scores; low-no vulnerability = 0-4 scores

# CONTRA COSTA

## CONTINUUM OF CARE PROVIDER AGENCIES

### HOMELESSNESS PREVENTION

SHELTER, Inc.  
Berkeley Food & Housing Roads Home  
STAND (DV)  
HUME

### EMERGENCY SHELTER

East County Shelter  
Men's Emergency Shelter  
Women and Families Shelter  
Brookside Adult Interim Housing  
Brookside Adult Interim Housing HCHV  
Calli House Youth Shelter  
Concord Adult Interim Housing  
Philip Dorn Respite Center  
Philip Dorn Respite Center HCHV  
Emergency Shelter  
Winter Nights Shelter  
Mountain View House  
Emergency Shelter  
Trinity Winter Shelter

### TRANSITIONAL HOUSING

Appian House- Youth (18-24 y/o)  
Pomona Apts.-Youth (18-24 y/o)  
Bay Area Rescue Mission  
Casa Verde- Veterans  
STAND- Domestic Violence  
Uilkema House- Substance Use Recovery

### RAPID RE-HOUSING

Berkeley Food & Housing Project - Veterans  
CCIH-Housing Works- Families on CalWorks  
SHELTER, Inc.- Re-entry, Veterans families, individuals & DV  
STAND - DV

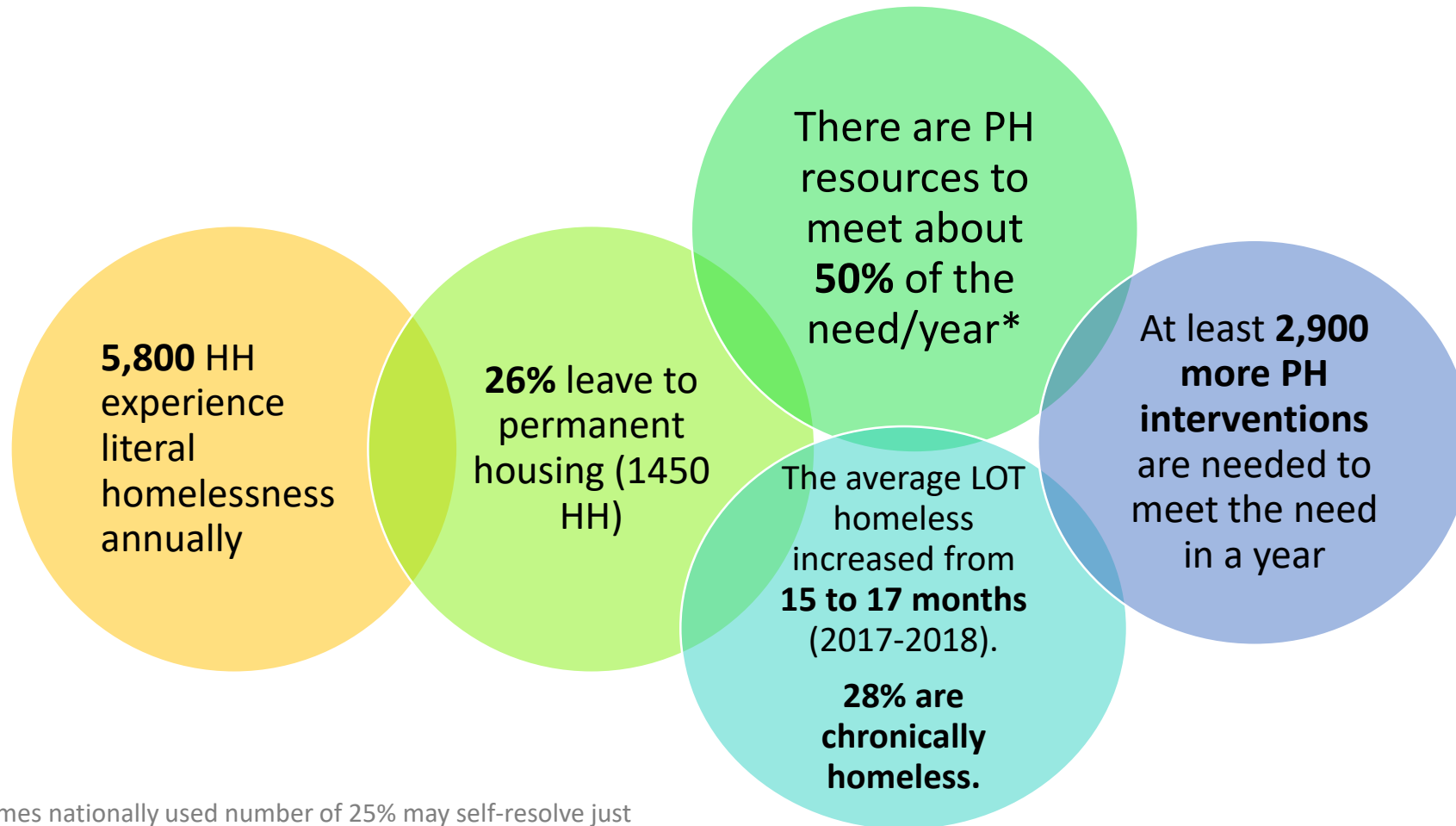
### PERMANENT SUPPORTIVE HOUSING

Contra Costa Health Services  
Contra Costa Interfaith Housing  
Resources for Community Development/Lifelong Medical  
SHELTER, Inc.  
Veterans' Affairs (HUD-VASH)

# Data Crunch



# Data Highlights from the System Map



\*Assumes nationally used number of 25% may self-resolve just for estimation purposes

# Data Highlights from the System Map

## Coordinated Entry Wait Times for a Housing Resource

- 1,400 Participants assessed & in the queue
- 10 months for those who were referred to a resource
- 11+ months for those waiting



# Data Highlights from the System Map

## Sheltering Participants

- About half of the homeless population experiences unsheltered homelessness (approx. 3,000/5,800)
- Emergency shelter meets a little over half of the unsheltered need (57%)
  - 70 cots/night through the Warming Center
- 1 bed is used by 3 participants/year





# Data Highlights from the System Map

## Housing Resources Dedicated to Homeless Population

- Estimate- there are about 700 housing openings/year
  - Permanent Supportive Housing (36 openings/year)
  - Rapid Re-housing (656 openings/year)
  - Add VASH (88 openings last year, total = about 788)



# Data Highlights from the System Map

Providers & Participants Are Leveraging Resources Outside of CoC

- Shared housing, private market, hotels, relocations, other affordable hsg
- About 1,000 literally homeless participants accessed permanent housing outside of CoC resources last year



# Using the System Map to Right-Size



# Using the System Map to Right Size Resources

Right-Sizing Requires a Community to Have Clear Vision

Throughout this section, you will see visions TAC uses from the federal framework to end homelessness as an example to create right-sized scenarios

# Using the System Map to Right Size Resources

System Map contains placeholders for:

- Rates of movement to permanent housing
- Capacity (CE wait times; housing openings/year)
- Affordable housing vacancy rate

These placeholders can be adjusted based on changes in performance & resource allocation to envision right-sized scenarios

Ex. new RRH & PSH that comes on-line will change need

# Using the System Map to Right Size Resources

## Emergency Shelter Capacity Right Now

- ES Serves about 1700 HH/year
  - Meets about 57% of unsheltered need (3,000 HH)
- LOS about 4 months
- 1 bed is used by 3 HH/year

Vision: If we right-sized so every unsheltered person could have the option to come inside

Approximately 400 more shelter options (low barrier) would be needed

# Using the System Map to Right Size Resources

## Transitional Housing Capacity

- Serves about 136 Participants/Year
- Stays vary between 3 months- 1+ year

Vision: If we right-sized so that TH was used as an intervention for those that choose it over an immediate permanent housing option...

Ex. Estimate 10% of total served would choose a TH option (570 HH/year)

Approximately 430 beds would be needed

# Using the System Map to Right Size Resources

## Permanent Supportive Housing Capacity

- 36 openings (most upon turnover)/year
- Current chronic by name list (point in time): 800 participants
- Currently meets just 5% of current chronic by name list

Vision: If we right-sized so that we could offer every person on Chronic BNL a PSH unit...

Approximately 750 more PSH units would be added



# Using the System Map to Right Size Resources

## Permanent Supportive Housing Capacity

- 36 openings (most upon turnover)/year
- Current chronic by name list (point in time): 800 participants
- Currently meets just 5% of current chronic by name list

Vision: If we right-sized so that we could offer every person on Chronic BNL AND those that enter into chronic homelessness a PSH Unit...

Estimate: 1600-1800 experience chronic homelessness in a year

1550-1750 PSH units would be needed

AND/OR: Engage PHA's in a Move On strategy to create flow in PSH inventory

# Using the System Map to Right Size Resources

## Rapid Re-housing Capacity

- 656 anticipated openings this year
- Will meet about 47% of the current Coordinated Entry queue

Vision: If we right-sized so that we could offer every person a pathway out of homelessness through rapid re-housing/other affordable housing...

Estimate: 1100\* RRH/other affordable housing would be needed

Estimate varying degrees of intensity using assessment data (40% at highest score levels)

\*Accounts for current RRH capacity, 25% self resolve rate, those that found housing outside of CoC resources, and those housed through PSH in an ideal system

# Using the System Map to Right Size Resources

## Total Housing Resource Need (Estimate) Based on Sample Vision

Type of Housing Resource	# Needed to Add to Current System
Emergency Shelter	400
Transitional Housing	430
Permanent Supportive Hsg/Move On	1550-1750
Rapid Re-housing/Other Affordable	1100

# Using the System Map to Maximize Current Resources



# Using the System Map to Maximize Resources

HUD System Performance Measures (SPM) Mirror Rare, Brief & One-Time Vision

HUD does not establish benchmarks; asks communities to do this locally

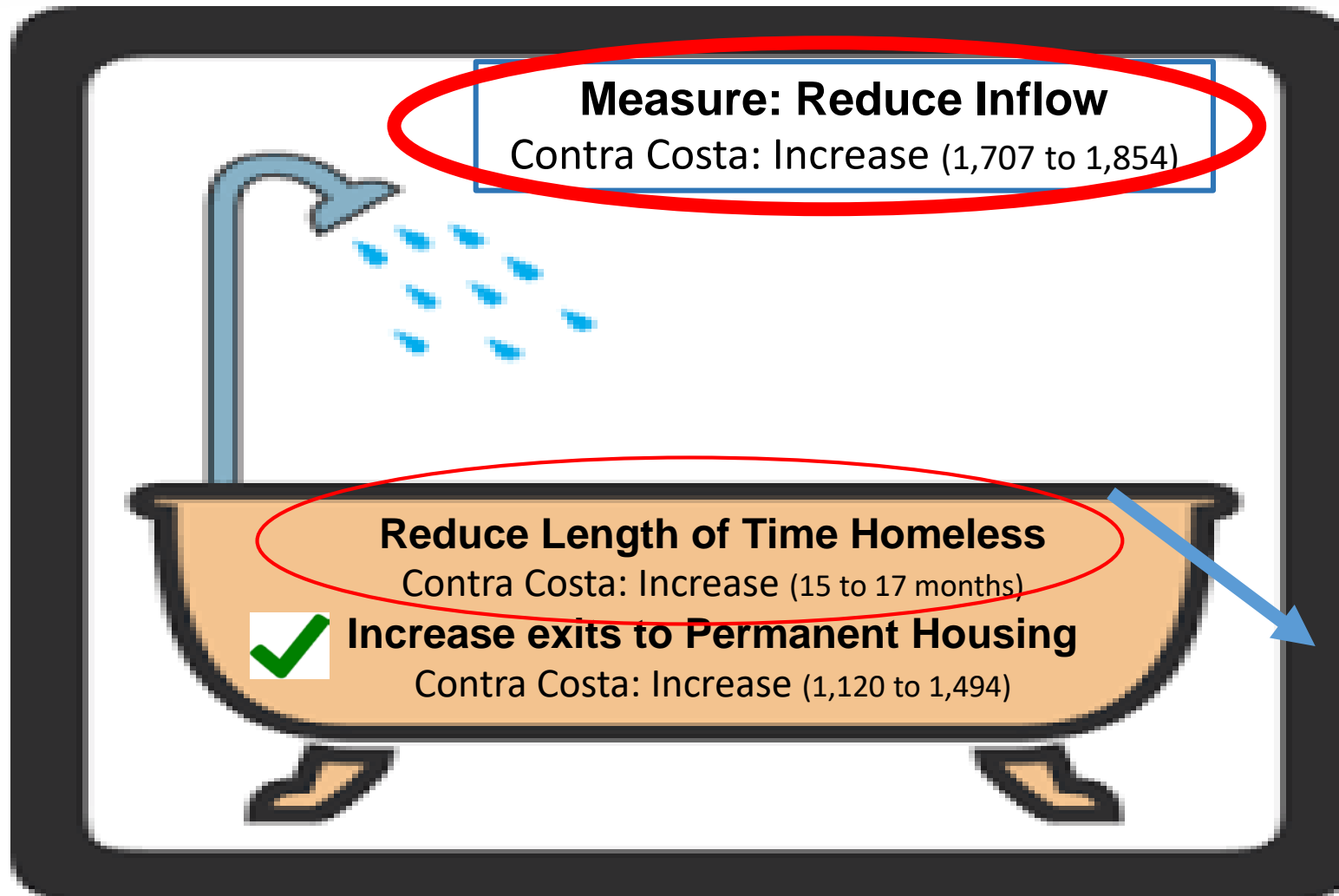
Instead, HUD compares communities to previous performance

In communities' interest to continually perform well

Tied to CoC Renewal Funds NOFA more and more each year

Ex. Performing well may increase chance of obtaining bonus funds for community

# North Star in System Resource Planning



**Measure: Reduce Returns to Homelessness**  
Contra Costa: 17% return rate

A green checkmark icon.

Change measured from 2017 to 2018 SPM reports



# Using the System Map to Maximize Resources

Many Caveats to Compared Data

- Local conditions, even in like, nearby communities will affect comparisons
- Data quality, migrations, mergers affect quality of numbers you see
- Key- look to see “like” communities’ progress over time rather than hard numbers

# Using the System Map to Maximize Resources

## Contra Costa's Performance Compared to "Like" CoC's (2017)

CoC	PIT	Average LOTH (ES/TH)	Placements to PH	Inflow-Newly Homeless	Returns
Contra Costa	1695	135	1043 	1707	16% 
Daly/San Mateo	2154	98	849	1087	16%
Salinas/Monterey/San Benito	1558	194	537	1505	13%



# Using the System Map to Maximize Resources

## Prevention & Rapid Resolution

- As this scales up, consider tying staff expertise related to common reasons people become homeless- income maximization, mediation/reunification & behavioral health specializations
  - Loss of income; job loss; asked to leave; substance use
- Build upon current strengths- 1/3 of all exits are to market rate or naturally occurring affordable housing

# Using the System Map to Maximize Resources

## Flow Within & Out of Emergency Shelter and Transitional Hsg

### Opportunities to Explore Include

- Increasing percentage of exits to PH- what is needed?
- Reducing LOS to turnover beds more frequently → sheltering more people
- Explore utilization rates on the program-level
  - Ranges from 50%-full utilization
- Explore barriers to maximizing all beds
  - Intake processes
  - Referral sources
  - Admissions criteria
  - Outreach/partnering
  - Discharge and termination policies

# Using the System Map to Maximize Resources

## Maximize Use of PSH for Most Vulnerable

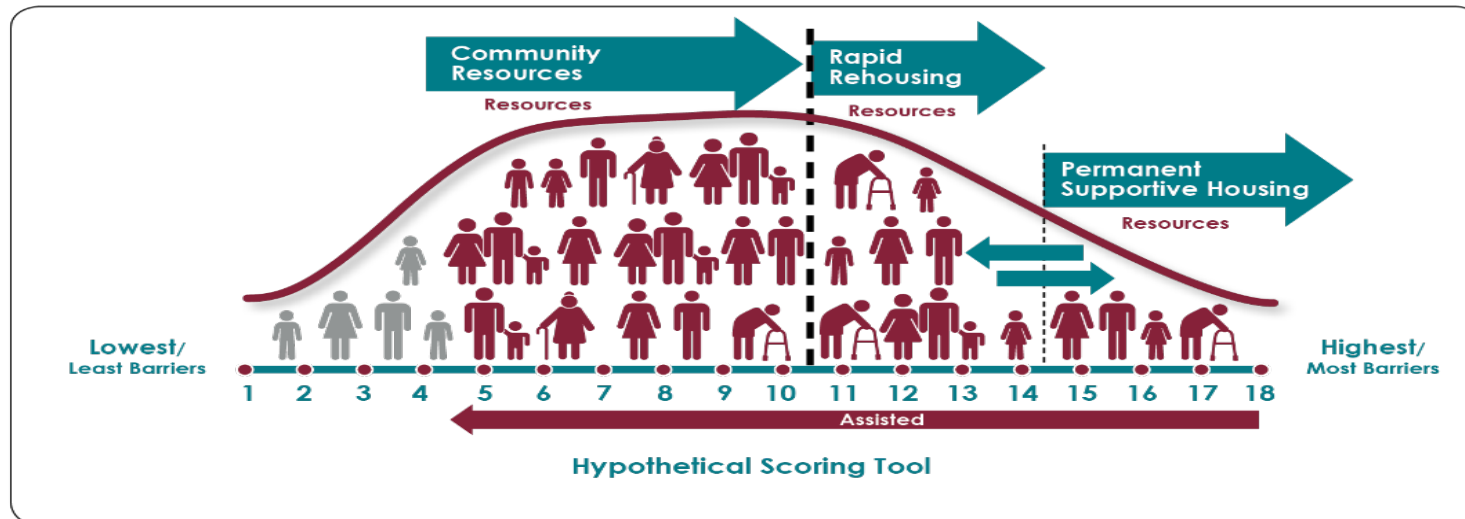
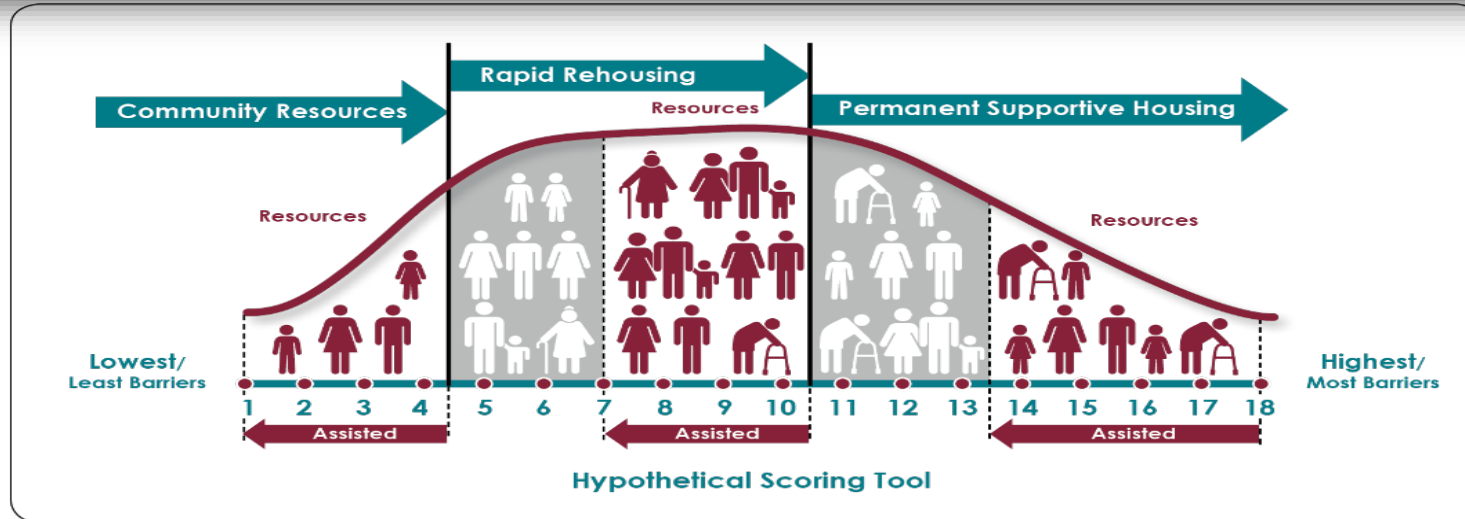
- So few openings a year (36)
- Look at vulnerability and LOTH to ensure resources is serving most vulnerable with highest service needs
  - Ex. Lower scores were housed in some projects due to project set up with higher threshold criteria
  - As system planners are bringing in new PSH, ensure the design allows for your most vulnerable (top 40% of queue) to be housed.
- Consider Move On strategy to increase flow

# Using the System Map to Maximize Resources

## Use RRH Efficiently Within the System

- Consider dynamic prioritization approach so that people who scored for PSH are offered other permanent housing options to exit homelessness quickly
  - Note- wait time for those not at the top of the list is 11+ months and counting
  - Pairing upcoming vacancies of any kind with a group of people who need the resource the most
  - Case conferencing: a tool to use to match people to upcoming vacancies
- Often using a score range to prioritize causes “buckets” of people who are lowest in that range to be stuck. For example:
  - If you prioritize everyone 10+ for PSH, since openings are limited, often 10-12 is overlooked

# Dynamic Prioritization: A Visual



# Using the System Map to Maximize Resources

Dynamic Prioritization may pair people with higher vulnerability scores with rapid re-housing, a short-medium term rental assistance option.

- Communities are trying this approach because of the extremely limited PSH and deeply affordable housing stocks
- So far research on RRH has not been able to give us predictors of who will do well
- Contra Costa: Average VI Score housed in RRH: 7 (low-medium vulnerability)
- Contra Costa return rate from RRH so far: 6%
  - 122/2129 served and/or currently enrolled in RRH
- National return rates- closer to 10-20%

# Using the System Map to Maximize Resources

## Use RRH Efficiently Within the System

### Consider adopting a system wide progress engagement approach

- Adjust RRH \$ assistance with the level of intensity a participant requires, rather than using a blanket financial package approach
- May save dollars on those who only needed a little assistance, and can use for those who need more
- May also save dollars within a program to serve more people

# Questions





# Thank You & Next Steps

