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Supportive Housing: What You Need to Know about Getting Started
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Question & Answer Session Instructions

• Type your question into the questions box at any time during the presentation, and the moderator will read the question on your behalf during the Q&A session.
Partnership with CSH

• Joint effort to strengthen common and collective efforts to end the cycle of homelessness and incarceration in county jails through placement in affordable housing with the necessary supports to stabilize and thrive in the community.

For more information about NACo’s Criminal Justice Programs and to view the recorded webinar, please visit: http://www.naco.org/programs/csd/Pages/Justice.aspx.
Today’s Speakers:

Kim Keaton
Senior Program Manager, Government Affairs & Innovations
CSH

Stacy Lowry
Director
Mecklenburg County Community Support Services Department
Mecklenburg County, NC

Erin Porterfield
Executive Director
Metro Area Continuum of Care for the Homeless (MACCH) Collaborating Center
Douglas County, NE
Supportive Housing for Frequent Users of the Homeless and Criminal Justice Systems

NACo & CSH Working Group Call, Feb. 28, 2013
CSH is a national non-profit organization that advances solutions that use housing as a platform for services to improve the lives of the most vulnerable people, maximize public resources and build healthy communities.

We offer capital, expertise, information and innovation that allow our partners to use supportive housing to achieve stability, strength and success for the people in most need.
Goal of NACo and CSH County Working Group Collaboration

- **Increase** collaboration and integration of policies and resources among housing, criminal justice and behavioral health agencies

- Define the **scale** and **scope** of the problem(s) in county communities

- Identify and assemble the **resources** needed to create supportive housing (e.g. rent subsidies, unit set-asides, services funding)
CSH’s Frequent User Systems Engagement (FUSE) Initiative
Why We Do It: Lavelle’s Story

- Lavelle has been arrested more than 150 times, largely for quality-of-life crimes
- He suffers from schizophrenia, depression, and drug addiction
- Has had inconsistent mental health care and multiple encounters with drug treatment programs
- He has spent most of the last 12 years on a revolving door between streets, shelter, hospitals, and jail
What is FUSE?

**Frequent User Systems Engagement:**
A CSH Signature Initiative

- Thousands of people with chronic health conditions cycle in and out of jails, diversion courts, and homelessness - at great public expense and with limited positive human outcomes.

Many, and some cases all, these costs are borne by Counties

- Targeted supportive housing for this most vulnerable and costly of this group can reduce costs while getting better outcomes

- By finding a solution to the frequent user issue, the FUSE program serves as a catalyst for system change
By providing frequent systems users with stable, supportive housing the following outcomes can occur:

- **Decreased** county jail usage (and cost offsets)
- **Decreased** shelter usage (and cost offsets)
- **Decreased** use of other county funded systems, like emergency rooms, detox, hospitals
- **Increased** quality of life
- Leveraging state and federal funds to create a new pathway – housing – for needier users of county jail services
The FUSE Blueprint: 3 Pillars, 9 Steps

**Data-Driven Problem-Solving**
- Cross-system data match to identify frequent users
- Track implementation progress
- Measure outcomes/impact and cost-effectiveness

**Policy and Systems Reform**
- Convene interagency and multi-sector working group
- Troubleshoot barriers to housing placement and retention
- Enlist policymakers to bring FUSE to scale

**Targeted Housing and Services**
- Create supportive housing and develop assertive recruitment process
- Recruit and place clients into housing, and stabilize with services
- Expand model and house additional clients
Demonstration program designed to test whether supportive housing with enhanced engagement services can break cycle of homelessness and incarceration among individuals who are known “frequent flyers” of jail and shelter.

Supportive housing with “front-loaded” intensive case management services for 190 frequent users of jail and shelter, identified through pre-generated data match.

Frequent User Case Study
Cross-System Data Match Provides Recruitment List

<table>
<thead>
<tr>
<th>NAME</th>
<th>CLIENT_ID</th>
<th>DOC_LOS</th>
<th>DHS_LOS</th>
<th>SHELTER</th>
<th>DOCFacility</th>
</tr>
</thead>
<tbody>
<tr>
<td>McMahon, A</td>
<td>98629666231</td>
<td>45</td>
<td>98</td>
<td>Mens Shelt</td>
<td>EMTC</td>
</tr>
<tr>
<td>Keaton, K</td>
<td>98629666248</td>
<td>64</td>
<td>132</td>
<td>Urban Minis</td>
<td>BBKC</td>
</tr>
<tr>
<td>White, L</td>
<td>2511910236</td>
<td>75</td>
<td>64</td>
<td>Womens Shel</td>
<td>RMSC</td>
</tr>
<tr>
<td>Rysman, M</td>
<td>7890826000</td>
<td>23</td>
<td>156</td>
<td>Skid Row HT</td>
<td>EMTC</td>
</tr>
</tbody>
</table>
### FUSE Saves $: Jail-Shelter Cost Offsets from NYC FUSE

<table>
<thead>
<tr>
<th></th>
<th>DOC</th>
<th>DHS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FUSE</td>
<td>Comparison</td>
</tr>
<tr>
<td>Average Days Pre</td>
<td>52.8</td>
<td>45.0</td>
</tr>
<tr>
<td>Average Days Post</td>
<td>25.0</td>
<td>36.0</td>
</tr>
<tr>
<td>Average Days Avoided</td>
<td>27.8</td>
<td>9.0</td>
</tr>
<tr>
<td>% Days Avoided</td>
<td>53%</td>
<td>20%</td>
</tr>
<tr>
<td>% Reduction Attributable to FUSE</td>
<td>33%</td>
<td>18%</td>
</tr>
<tr>
<td>Days Reduced Attributable to FUSE</td>
<td>17.2</td>
<td>10.7</td>
</tr>
<tr>
<td>Per Diem Jail/Shelter Cost</td>
<td>$129</td>
<td>$68</td>
</tr>
<tr>
<td>Annual Cost Offset Per Person</td>
<td>$3,586</td>
<td>$3,645</td>
</tr>
<tr>
<td>Adjusted Annual Cost Offset Per Person</td>
<td>$2,224</td>
<td>$729</td>
</tr>
<tr>
<td><strong>Annual DOC &amp; DHS Cost Offset Per Person</strong></td>
<td></td>
<td><strong>$7,231</strong></td>
</tr>
<tr>
<td><strong>TOTAL DOC &amp; DHS Cost Offsets for 190 Individuals</strong></td>
<td></td>
<td><strong>$1,373,890</strong></td>
</tr>
</tbody>
</table>
Assertive Recruitment Through Jail, Shelter, Hospital In-Reach
### A Community Approach: Sample County Stakeholders & Roles

<table>
<thead>
<tr>
<th>Partner</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Leader – such as county manager or agency with CoC/homeless services oversight</td>
<td>Project lead; provides oversight, coordination, and management of stakeholders; property management; quality assurance; employ case managers to provide housing stability and other services to program participants (not typical role)</td>
</tr>
<tr>
<td>County Behavioral Health Services</td>
<td>Leverage relationship to services and providers for behavioral health services; review of clinical concerns</td>
</tr>
<tr>
<td>County Criminal Justice Services</td>
<td>Data matching, program oversight, policy advocacy, service enhancement funding, facilitate shelter in-reach; provide referrals to FUSE case managers</td>
</tr>
<tr>
<td>Homeless Shelter(s)</td>
<td>Assistance with locating potential program participants, referrals to FUSE case managers, temporary housing while tenant is engaged and housing is located</td>
</tr>
<tr>
<td>Housing Authority</td>
<td>Can administer vouchers, master lease apartments, provide property management</td>
</tr>
<tr>
<td>CSH</td>
<td>Technical assistance around program design and implementation, training and peer learning</td>
</tr>
<tr>
<td>University</td>
<td>Program evaluation, report on outcomes and impacts</td>
</tr>
</tbody>
</table>
Supportive Housing: What does it look like?

- Section 8 Housing Choice Vouchers (or State rental assistance programs) + Mobile Intensive Case Management Services
- Unit set-asides in new supportive housing buildings or existing supportive housing with turnover
- Providers trained in Motivational Interviewing, navigating criminal justice system, harm reduction, recognizing “symptoms” of incarceration
Stabilization through Services

- Low case manager-to-client ratio (1:10 – 1:15)
- Case manager role as “client advocate” and “failure preventer”
- Emphasis on reduction of “risky behaviors”
- Non-judgmental, client-centered counseling
- Team approach to services delivery
“Systems Change” Through Case Coordination

- Monthly implementation monitoring meetings to track recruitment, housing placement, housing retention, and recidivism prevention

- Case conference and intervention in cases of re-arrest or re-hospitalization

- Wraps “system of care” around tenants with supportive housing provider in central coordinating role
Sites Implementing or Planning FUSE Initiatives

- Mecklenburg Co, NC
- Douglas Co, NE
CSH
Andy McMahon, Managing Director, Government Affairs & Innovations
Andy.mcmahon@csh.org
Kim Keaton, Senior Program Manager, Innovations
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NACo
Maeghan Gilmore, Program Director for Health, Human Services and Justice
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Meghan Levine, Justice Associate, County Solutions & Innovations
mlevine@naco.org
### Improved diversion efforts

- **2005**: Jail diversion committee formed with stakeholders from justice and community, adopts GAINS Center model.
- **2006**: Mental health treatment court formed.

### Better knowledge of MH status and tools

- **2007**: Sheriff’s Office completes Chronic Offender Study documenting mentally ill and homeless in jail.
- **2009**: Sheriff’s Office begins screening arrestees for MH issues and launches CIT for law enforcement/detention officers; 2011-technical assistance from GAINS to develop intercept map.

### Demonstrated effectiveness of supportive housing in County

- **2008/9**: Homeless to Homes Pilot demonstrates results and is presented to BOCC.
- **2010**: County partners with local non-profit to provide social workers for Moore Place, a new supportive housing development; 2012-Moore Pl. begins housing chronically homeless identified through Vulnerability Index.
Getting Support from County Leaders

- In 2012, frequent jail users were identified as part of the County’s Justice Reinvestment Initiative, and dollars were set aside for services and rental subsidy.

- Previous effort to serve this population had not worked out well. Too few persons served; unrealistic expectations about client engagement in structured supportive services.

- Willingness to try again, given the potential for significant savings associated with jail diversion.
Stakeholder Members and Participation

**Stakeholders**

- County agencies
  - CSS, CJS, County Manager, Sheriff’s Office, Police, PSO, MSCO
- Non-profit service providers
  - Supportive housing
  - Shelter services
  - Outreach services
- Healthcare orgs
- Behavioral health orgs
- Housing authority
- VA

**Meeting Structure**

- CSS (oversees homeless services in County) is project lead and manages invites and action items
- Meetings held in person bi-monthly
- Partners signed agreement consenting to participation in the planning process
- Topics and necessary attendees co-managed by CSH and CSS
FUSE Initiative Timeline Overview

**PHASE 1 – INITIATIVE DESIGN (Jan/Feb)**
- Regular team meetings
- Stakeholder identification and outreach
- Development of an MOU to execute data match
- Actual data match
- Decision made to contract out FUSE supportive services
  - Determine housing application, inspection, and approval process

**PHASE 2 – IMPLEMENTATION PLANNING (March/April)**
- Peer learning event in Hennepin Co., MN
- Develop an assertive outreach and recruitment plan
- Draft FUSE implementation plan
- Issue RFP for supportive services and award contract
- Develop partner MOUs

**PHASE 3 – TRAINING AND IMPLEMENTATION (May/July)**
- Develop a comprehensive training support plan
- Begin to outreach and engage FUSE tenants
ERIN PORTERFIELD

METRO AREA CONTINUUM OF CARE FOR THE HOMELESS (MACCH)

SERVING THREE COUNTIES:

DOUGLAS AND SARPY IN NEBRASKA
POTAWATAMIE COUNTY IN IOWA
Convergence of Initiatives

2011: CoC implemented 100,000 Homes Campaign - Steering committee chaired by Douglas County Commissioner Mary Ann Borgeson

2011: Douglas County re-entry Council begun for readiness of Second Chance Act funds – Co-chaired by Douglas County Commissioner Chris Rogers

- Douglas County Jail identifies itself as the second biggest “homeless shelter in Nebraska” with at least 120 people at any one time residing in jail from homelessness.
- Commissioner Rogers engaged Corporation for Supportive Housing and NACo for Technical Assistance
Metro Omaha/Council Bluffs Area 2012

- 634,233 people three county population
- 524,861 people in Douglas County

More than 7,333 people were served by our three county homeless response system (more than 1% of population homeless in a year)
### Decreasing Point in Time Count of People Experiencing Chronic Homelessness

<table>
<thead>
<tr>
<th>Year</th>
<th># CH</th>
<th># units of PSH dedicated to CH</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>322</td>
<td>21</td>
</tr>
<tr>
<td>2010</td>
<td>300</td>
<td>34</td>
</tr>
<tr>
<td>2011</td>
<td>258</td>
<td>43</td>
</tr>
<tr>
<td>2012</td>
<td>191</td>
<td>199</td>
</tr>
</tbody>
</table>
Progression of FUSE in Douglas County

- Began with the 100K Homes Campaign in 2011.

- Birthed an interdisciplinary team called the Homeless Review Team modeled after the Community Review Team (implemented with deinstitutionalization for people with mental illness)

- Bolstered by Douglas County Re-entry Council for the Second Chance Act

- Now, beginning study of 12 month costs prior to permanent housing compared to 12 months after permanent housing.
CoC Begins 100K Homes Campaign in 2011

- For more information go to http://100khomes.org/

100K Homes helped us know who is most vulnerable in our community, by name, to match the right housing and support.

Over the couple of years, we used the Vulnerability Index with over 1489 people, just over 923 of whom are most vulnerable. 1176 people said yes to having been in jail or prison.
Homeless Review Team (HRT)

- HRT Convenes weekly to review list of people most vulnerable and identify progress to housing
- Community Alliance leads with members from:
  - Providers from mental health, substance abuse recovery, homeless shelters, housing and outreach providers. Specific members are: Veterans Administration, Douglas County Jail, Salvation Army, Douglas County General Assistance, Nebraska AIDS Project, Lasting Hope Recovery Center, Lutheran Family Services, Heartland Family Services, Region 6 Behavioral Health, Visiting Nurse Association, Siena Francis Shelter, Stephen Center Shelter, Housing Providers, etc.
289 vulnerable (FUSE) people housed

- 97% of people housed retain housing for 6 months or more.
  - People homeless cycling in and out of jail, ER, shelters from a couple of years to more than 20 years.
  - Emphasized a housing first model.
  - HRT providers stretch service eligibility criteria to close gaps and meet needs
  - Worker assigned as the lead for the person but the team took the responsibility to bring resources together
  - Culture of the group is a collective responsibility to engage people, and match housing and support
CoC Program NOFA

- Landmark new permanent supportive housing project initiated by Douglas County Housing Authority and Douglas County Community Mental Health
- CSH assisted us by facilitating project development meetings and clarifying project components to move forward
  - continued to help us focus on program components that are best fit for highly vulnerable FUSE people when we had a tendency to veer off course to lower need populations
• Pursuing strategies to increase housing and support options for FUSE within housing and service subcommittees
Dr. Shinobu Watanabe-Galloway, University of Nebraska College of Public Health is conducting a cost study to compare costs pre and post housing for 150 people most vulnerable and housed through HRT.

Data for service costs of shelter, jail, ER, healthcare costs gathered for two periods - 12 month prior and 12 month post housing with client permission.

We are confident that study results (ready in the fall) will show housing is cost effective for people cycling jail, ER, streets, shelter.
Our FUSE effort began with a convergence of initiatives prompted by understanding the people through 100K Homes and subsequent Homeless Review Team.

The Douglas County Re-entry Council responded to convene entities with resources and interest to serve this population.

Dr. Watanabe-Galloway responded to the need to study the cost-effectiveness of our work for this population.
Recommendations

- Start where you can, even if it is with only a few stakeholders
- Quantify need with partners.
- Stick to the vision of serving this group of people with a Housing First mindset (we began to call it, “Housing Right”)
- Link with the 100K Homes Campaign who offers support, ideas, concrete steps forward, cheerleading...
- Engage support from Corporation for Supportive Housing – tools, ideas, examples, cheerleading...
- Communicate your small successes and successes of other communities.
Erin Porterfield, MACCH

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402 332-8948
www.MACCHomeless.com

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Omaha, NE 68132
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For more information about CSH, visit:
http://www.csh.org

With any questions about this webinar, please contact:
mlevine@naco.org