

# | County Innovations to End Homelessness

September 30, 2021

**Stronger Counties. Stronger America.**





**Rosanne  
Haggerty**

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President and Chief  
Executive Officer,  
Community Solutions



**Julia  
Orlando**

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Director of Housing, Health,  
and Human Services Center,  
Bergen County, N.J.



**Thomas  
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Community Care Liaison &  
Care Coordinator, Veteran's  
Bridge Home,  
Charlotte, N.C.



# Built for Zero

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Rosanne Haggerty



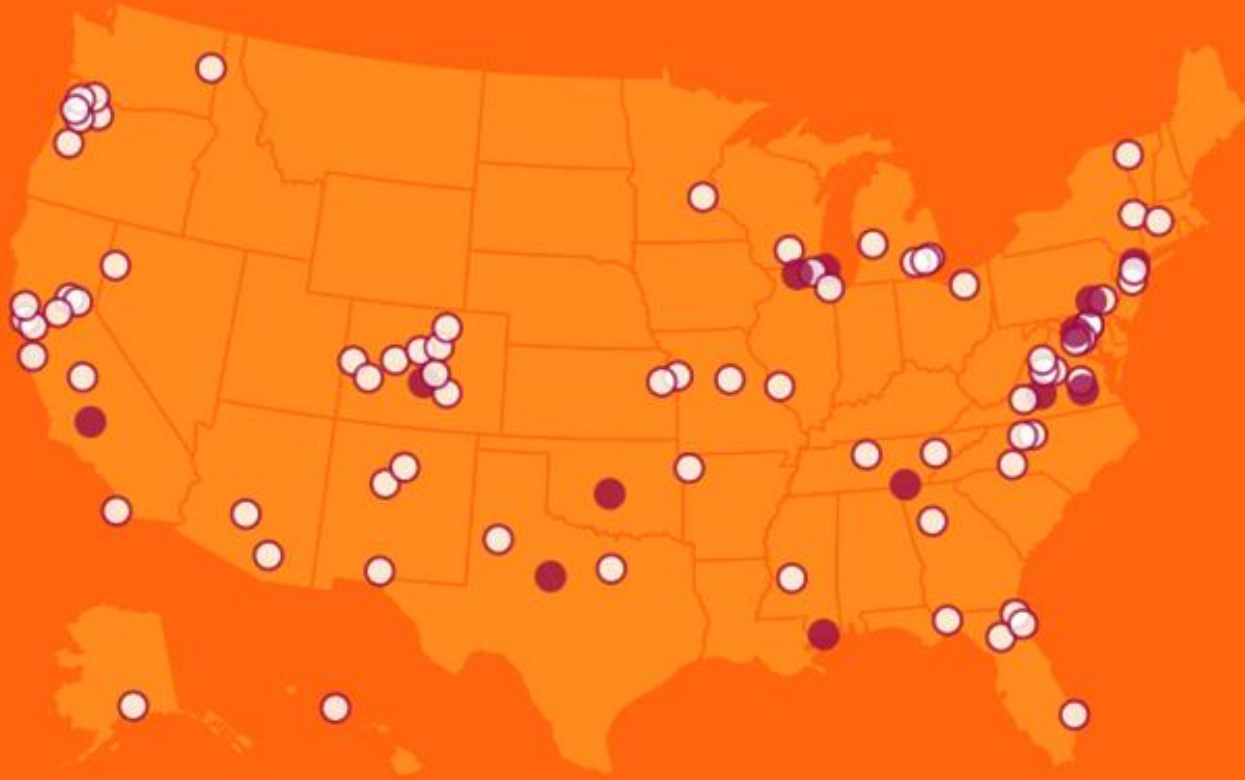
# **“We Weren’t Built for This”**

Why a new operating system is key to making homelessness rare and brief



# REAL RESULTS.

A data-driven movement is redefining what is possible in ending homelessness.



# 89

communities are **participating in Built for Zero**

[SHOW THE LIST >](#)

# 14

communities that have **functionally ended homelessness for a population**

# 136,351

**individuals housed** by Built for Zero communities since 2015

# 44

communities have achieved a **measurable reduction**

# 60

communities have achieved **quality real-time data**

# The Fundamental Question

*Are all our programs + investments  
adding up to thing we really want:  
equitable reductions in homelessness?*

*If not, how quickly would we know,  
and how quickly could we pivot?*

# Distributed Responsibility

**Continuum of Care** - Agency overseeing and administering compliance for HUD homelessness dollars

**HUD T.A. Providers** - The industry of firms competing for the nearly \$100 million in technical assistance contracts HUD awards each year

**VAMC Homeless Program Manager** - Person overseeing ending veteran homelessness for the medical center as well as VA funded programs.

**HUD-VASH Program Manager** - Person overseeing the HUD-VASH Program for the Medical Center

**Hospitals + Street Medicine Teams** - People providing regular healthcare to individuals experiencing homelessness

**Permanent Supportive Housing Providers** - Organizations that operate portfolios of permanent supportive housing units

**City and County Leaders** - People who can wield the influence of a local government executive's office to generate convening power

**VA Case Managers** - VA staff working directly w/ vets experiencing homelessness

**SSVF/GPD Program Operators** - Organizations overseeing the operation and use of VA SSFV and/or GPD resources for veterans experiencing or at risk of experiencing homelessness

**Faith Groups** - People who run aid or support programs that may or may not be connected to government dollars or formal system efforts

**Public Housing Authority** - Agency overseeing local VASH + Section 8 Programs

**Local HMIS or Data Administrator** - Agency with data administrator access and the ability to aggregate client- and system-level reports

**Substance Abuse + Behavioral Health Coordinating Entities** - Agencies coordinating state + federal Medicaid, SAMHSA and other dollars

**Homeless Service Providers** - People representing local organizations serving people experiencing homelessness.

**Street Outreach Programs** - Organizations leading outreach and engagement of people experiencing street homelessness

**Re-Entry Programs** - People working to ensure housing stability for those exiting prison who have experienced or face a risk of homelessness

**Emergency Shelters** - Temporary shelter accommodation organizations for people experiencing homelessness outside of transitional programs

**Community Foundations** - Local funders with flexible capital to support non-profit service delivery, pilot innovation and local advocacy

**Legal Aid Groups** - Organizations providing legal services to people experiencing homelessness

**Veteran Service Organizations** - Organizations set up for and by veterans to provide resources, services, supportive networks and an ongoing connection to the veteran community

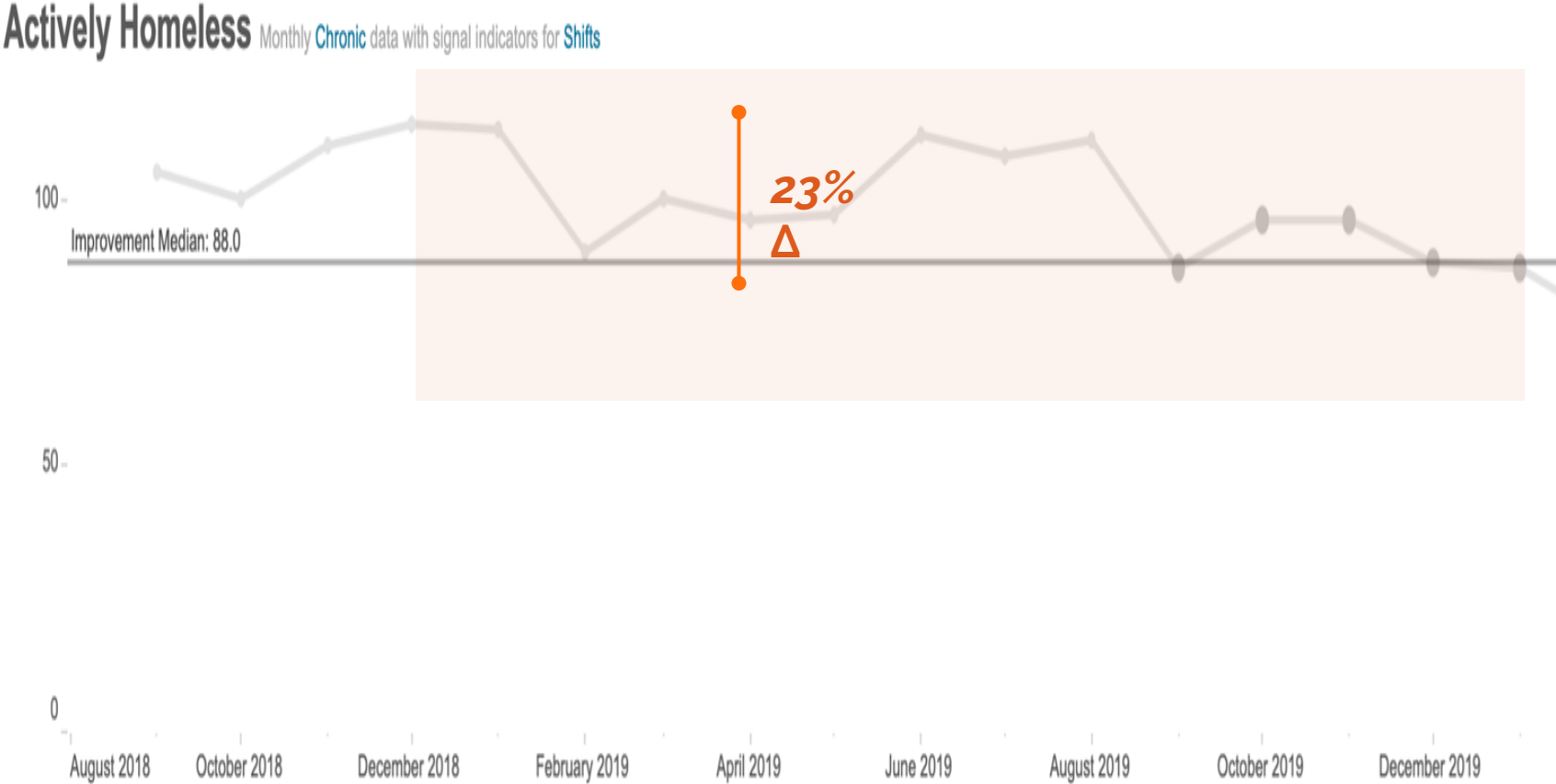


# Hodgepodge Housing Process

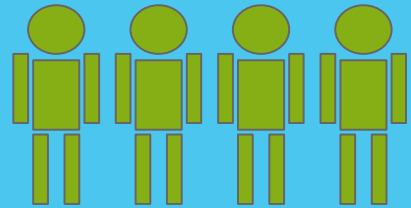




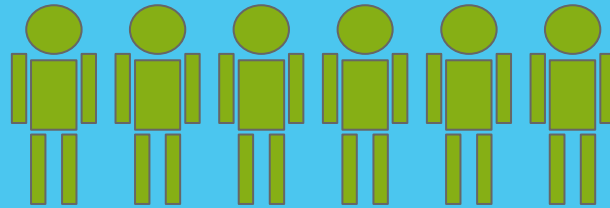
# Useless Feedback Loop



# From Program Outputs to System Aim

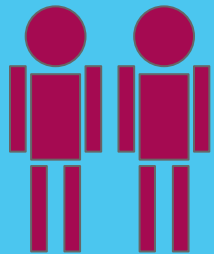


# Actively  
Homeless



6-Mth Avg. Housing  
Placement Rate

Fixed  
Populations



[ 3 people\* ]

Chronically  
Homeless

# Becoming a System Improvement Team





# From Program Outputs to System Aim

## SYSTEM DECISION- MAKING POWER

Black, Indigenous, and People of Color (BIPOC) at all levels of the homeless response system have decision-making power to influence the design of the system.

## LIVED EXPERIENCE

BIPOC receiving services from the homeless response system have experiences that preserve their dignity and have their needs met in a timely manner.

## QUALITY DATA

All people experiencing homelessness have access to the system and are known by name in real-time. Communities accurately collect data around race and ethnicity.

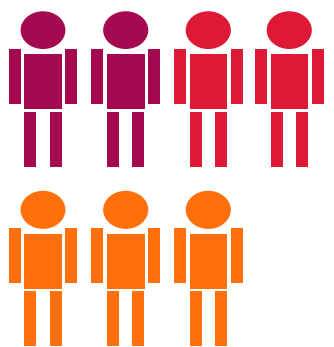
## SYSTEM OUTCOMES

Communities close all racial/ethnic disproportionality in housing placements, returns to homelessness, and the average length of time from identification to housing by improving outcomes for BIPOC who experience homelessness.



# Building a Dynamic Feedback Loop

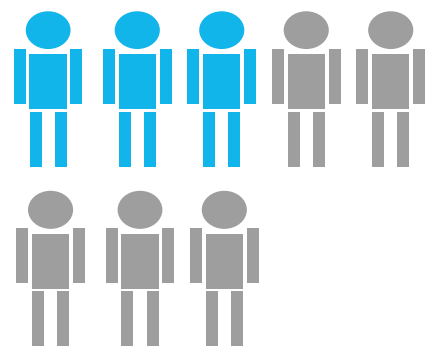
INFLOW



ACTIVELY HOMELESS



OUTFLOW



**INFLOW:**  
NEWLY  
IDENTIFIED



**INFLOW:**  
RETURNED  
FROM HOUSING



**INFLOW:**  
RETURNED  
FROM INACTIVE



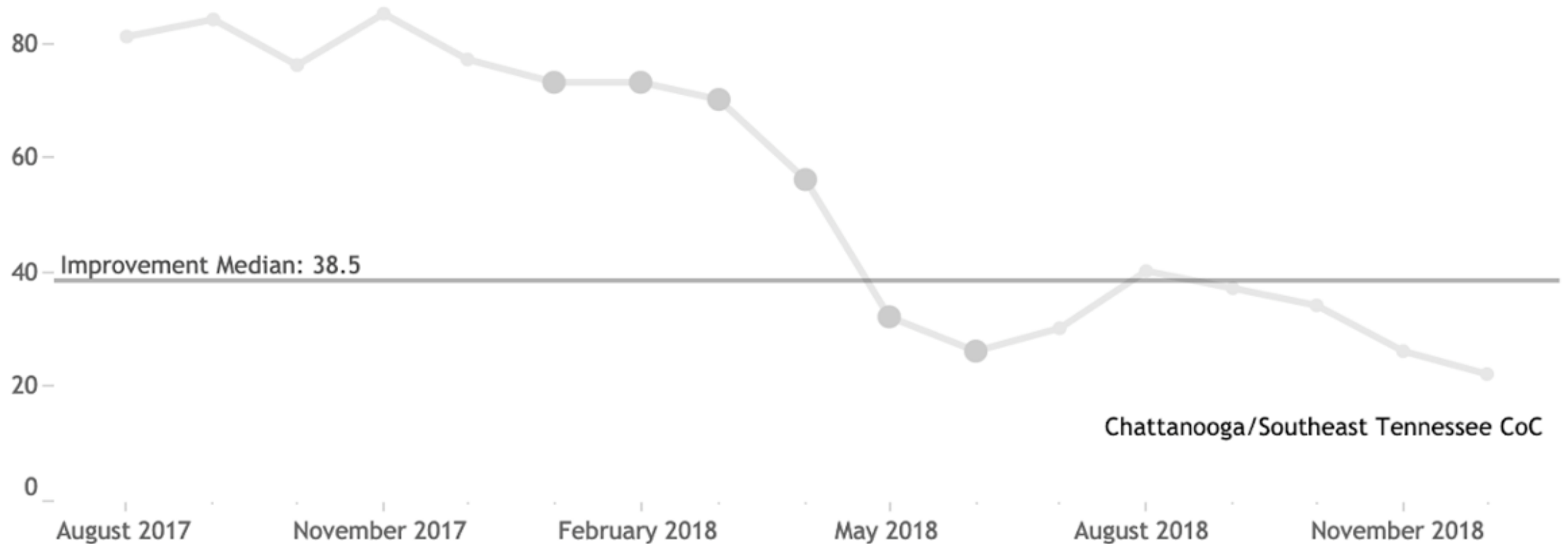
**OUTFLOW:**  
HOUSING  
PLACEMENTS



**OUTFLOW:**  
MOVED TO  
INACTIVE

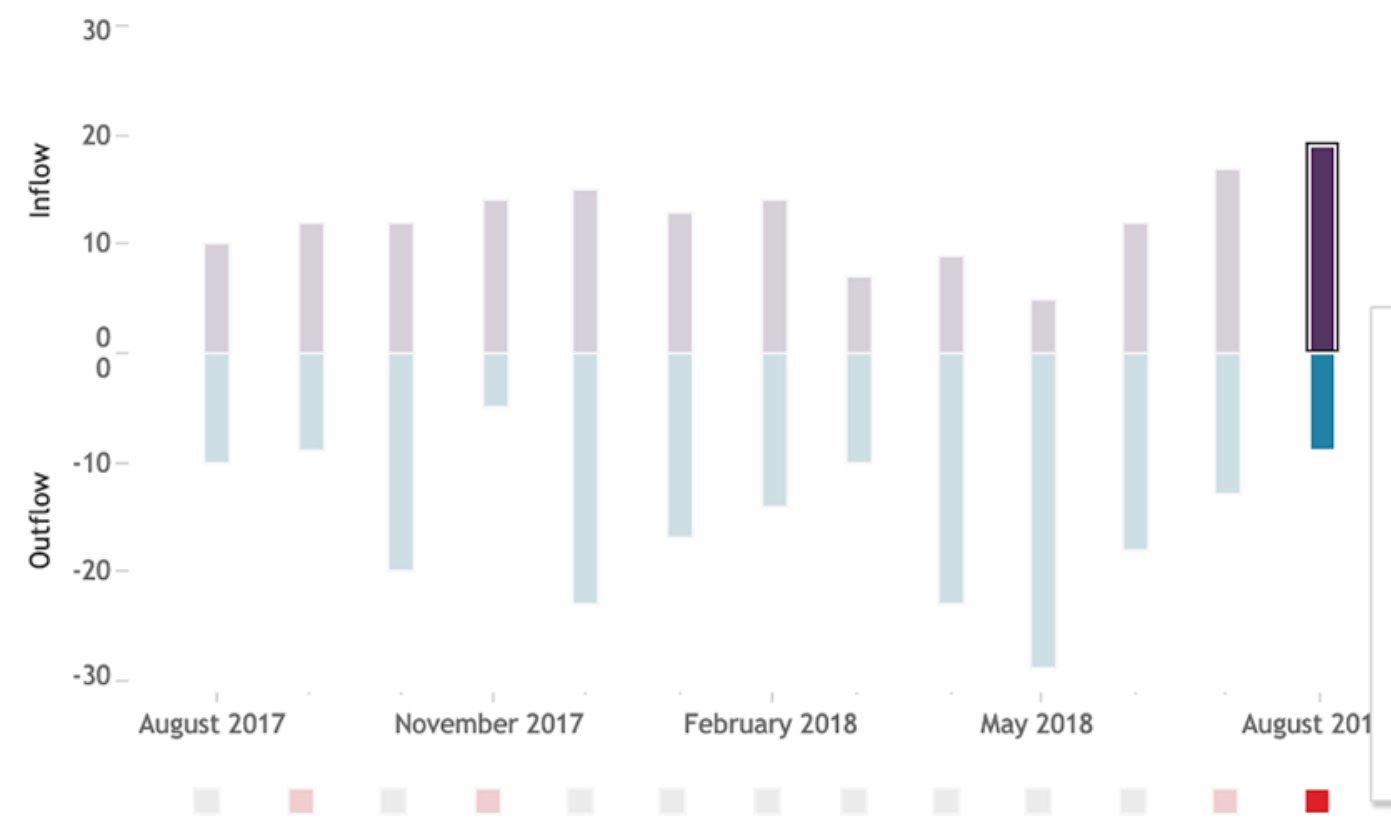
# Doing System-Level Problem Solving

## Actively Homeless Monthly Veteran data with signal indicators for Shifts



# Monthly Inflow & Outflow

Red square at bottom indicates Inflow exceeded Outflow



## INSTRUCTIONS

Select your community from the drop-down menu below and use filters to adjust the data. You'll be able to see additional information by hovering over the charts.

NOTE: Numbers reflect self-reported community data (submitted using the form below).

Got questions? Email us at

Chattanooga/Southeast Tennessee CoC | August 2018

Inflow: 19

Outflow: 9

Breakdown of Inflow

% Returned to Active from Housing

26.3%

% Returned to Active from Inactive ..

0.0%

% of Total Newly Identified

73.7%

Inflow exceeded Outflow

# Inflow Total

Use drop-down at right to adjust metric displayed



## Select Time Range



## Select Metric to Display

Inflow Total

## Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the

# Five Things Every Community Needs

┌ *Continuous improvement approach* ┐

**Shared,  
Measurable  
Aim**

Nimble, integrated  
team

Real-time,  
by-name  
feedback loop

Menu of proven  
technical strategies

Flexible housing +  
service resources



A stylized illustration of a sunset or sunrise over a city skyline. The sky is a light blue-grey, and the sun is a bright orange circle with rays, partially obscured by a small cloud. Large, soft, pinkish-white clouds fill the sky. In the bottom right corner, a stylized city skyline is visible with buildings in shades of blue and yellow. The overall style is modern and graphic.

# Thank You

COMMUNITY  
SOLUTIONS



# Bergen County

.....

Julia Orlando



# Bergen County CoC



32 county-wide providers create the solid foundation from which the county's homeless assistance and prevention programs serve the entire continuum of clients:

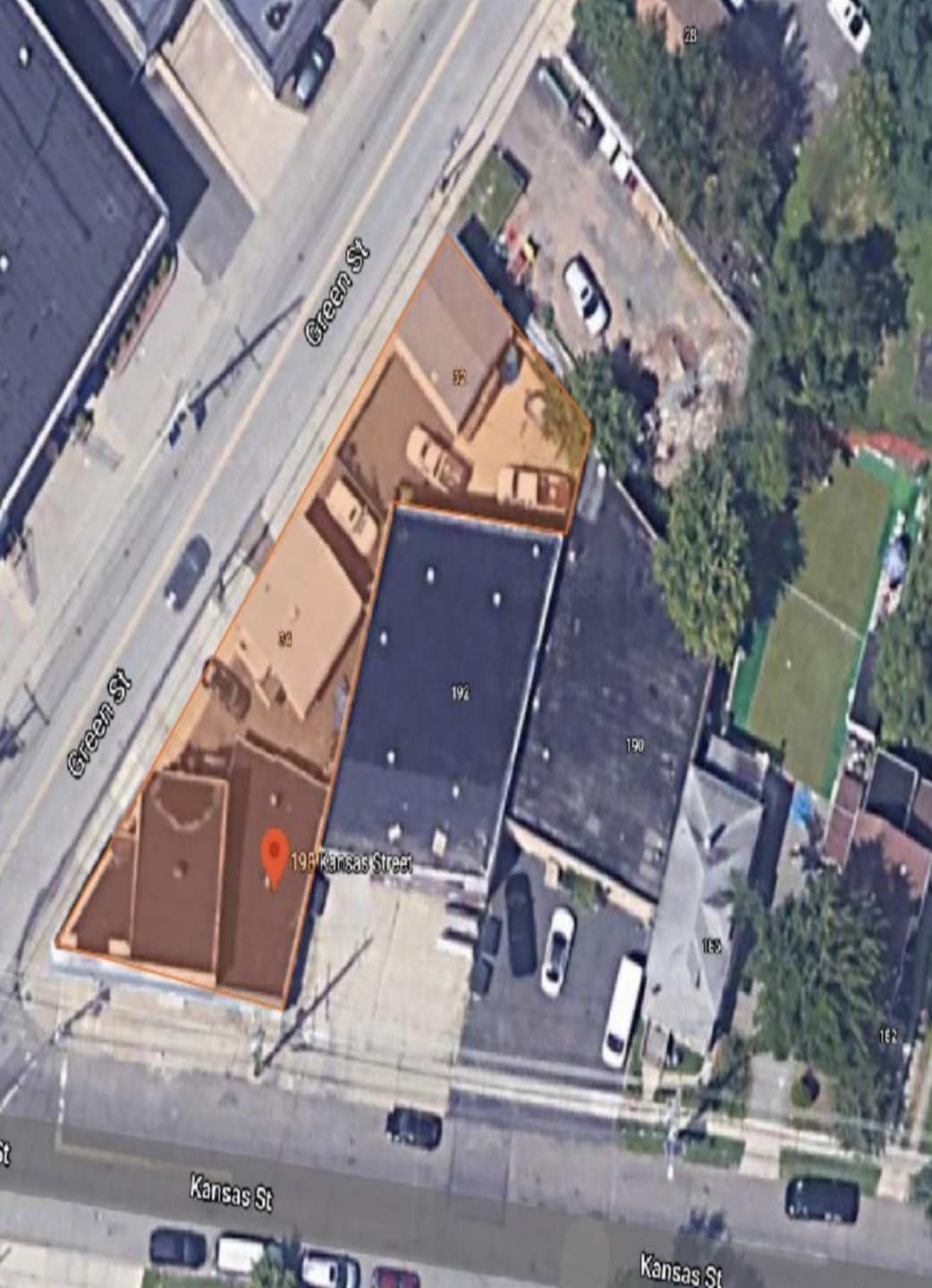
- The precariously housed
- At-risk of homelessness
- Homeless to permanently housed, and
- In need of services to remain housed.

The CoC system includes the entire spectrum of support services and housing options targeted to the different levels of the homeless population.

This collaboration has enabled the county to coordinate efforts and resources to maximize benefits for any household experiencing a crisis in the county.







# Bergen County Housing, Health & Human Services Center

## How it Began

Over 35 years ago, Bergen County initiated efforts to combat homelessness, opening Emergency Shelter trailers on East Kansas Street in Hackensack.

Churches and non-profit agencies were in the forefront of this community-wide effort to deliver services.

Despite these efforts, homelessness persisted and the need for a more comprehensive, coordinated approach was recognized...



**2002**

Analysis of existing shelter resulted in a recommendation for a permanent facility with space for supportive health, human services and feeding program

**2006**

County developed a  
**10 Year Plan**  
to end homelessness

**2007**

County collaborated with BC's United Way in the development of Housing Works to demonstrate a public-private effort to implement a

**Housing First Model.**

Tom Toronto of United Way was appointed by the County Executive to head the 10 Year Plan Team

**2007**

HUD funding was aligned with the County funding, and the building plan was revised to a  
**One Stop Center**  
to integrate services to one location

**2009**

Construction of a 27,000 sq. ft. building completed, which included housing, health, and social services, a nutrition site, and a low-barrier shelter for 90 individuals

## Our Response

# Shelter: Past and Present

## Old System Pre-2009

- 4 temporary locations (trailers)
- Seasonal, Sit-Up
- Substance users banned, difficult to access
- 4 different intakes
- Limited housing access
- Only 8 beds for women

## New System 2009 Housing First Model

- One newly-constructed location
- Open 24 hours/365 days a year
- Low barrier
- Coordinated entry
- Prioritized, immediate access to housing
- 45+ beds for women



# Bergen County Housing, Health, and Human Services Center







A shared project between the County of Bergen and the Housing Authority of Bergen County, our mission is to end homelessness by providing a full continuum of housing services, including homelessness prevention, temporary shelter, and permanent placement.

Established in 2009, it is a key feature in the 2008 Bergen County 10 Year Plan to End Chronic Homelessness, and is the foundation of a concentrated, community-wide effort to find permanent housing for people who are homeless.

- **Housing First Model**
- **One-Stop location and Single Point of Entry**
- **Prevent Homelessness / Rapid Re-Housing**
- **Permanent Housing with Supportive Services**
- **90 Shelter Beds / Open 24 Hours**
- **Drop-In Program 365 days a year**
- **Nutritional Program - 3 meals a day (*lunch & dinner for the Community*)**
- **Showers, laundry, storage, mail service, computers, telephones**
- **Wellness Services (Nurse on-site)**
- **Flex Office Space for Collaborative Partners:**

Board of Social Services, Housing Specialist, Legal Services, Mental Health Counseling, Recovery Specialists, Vocational Services, Case Management Services



# Sources of Funding



Federal Funding (CDBG, ESG, HOME and FEMA)

Federal Stimulus Funds (HPRP)

BC DHS State SSH Funding

Bergen County Homeless Trust Fund

Philanthropy for Special Services

# Best Practices of Low Barrier and Housing-Focused Shelter



- Housing First
- Immediate and Easy Access to Shelter
- Housing Focused Services
- Rapid Exits to Permanent Housing
- Data Driven
- Persistent, Coordinated, Creative Outreach
- Engage and Support PHA's
- Set and Hold Partners Accountable

# Coordinated Assessment



## **The Housing Prioritization Questionnaire**

utilized by all emergency shelter, transitional housing, non-HMIS agencies, and street outreach teams.

The **VI-SPDAT** is used to collect information to evaluate the individual health and social needs, and to evaluate the most appropriate housing intervention.

**The Housing Prioritization List (By Name List)** is used to identify which clients in the CoC are most vulnerable and the most in need of supportive housing to be successful in the community. Weekly and monthly case conferencing meetings using this data drives rapid connection to housing.

# What's Your Housing Plan?

## Coordinated Rapid Assessment and Housing Focused Shelter

Upon arrival at the Center, staff conducts an assessment to determine immediate needs or concerns

Guests learn immediately that the Center is not their home and that our goal is to quickly help them develop a care plan to obtain permanent housing within the 90-day timeframe of our shelter license

Individuals are not excluded because of a mental health diagnosis or substance use disorder

Every guest has a “to-do list” (apply for benefits, obtain IDs)

Interns and staff meet weekly with guests to see what they have been working on towards their housing plan

## What Works?

Triage/Intervention meetings for those who fail to launch

30-30-30 IDs – Income – Housing

Resolving ID issues before housing referrals

Legal intervention / services if needed

Rep payees

Encouraging guests to pool resources and share housing

Guests with on-going case management result in increased housing retention

Guests with subsidies become most successful in maintaining housing, integrating back into society

# Navigation, Re-Housing & Stabilization Assistance

## CASE MANAGEMENT SERVICES

- ICMS, ICM
- Transition Services (forensic)
- Housing Works
- PATH
- PACT
- Rapid Re-Housing for Families & Individuals
- AOTS
- SSVF Agencies (Veterans)

## STABILIZATION RESOURCES

Mental Health Agencies / Supportive Housing:

- Alliance Against Homelessness
- New Bridge Services
- Care Plus New Jersey
- CBHCare
- Advance Housing
- Vantage

Other:

- Community Engaged Landlords
- Long Term, Higher Level of Care Facilities

**Everyone works from a Centralized Housing Prioritization List**





“It is the long history of humankind that those who learned to collaborate and improvise most effectively have prevailed.”

- Charles Darwin

# Culture of Collaboration



Because of its mission and organizational structure, the Center provides a unique opportunity to nurture a culture built on collaboration, learning, and shared services.

The Center is a focal point and single location for a broad range of services directed to people who are homeless or need assistance connecting with the services needed to ensure successful reentry into society.

It offers the opportunity for agencies to craft collaborations that improve the effectiveness of their efforts while reducing their cost.

# Under Shared Services



Management and Administration of Center

Clinical Oversight and Care Management Services

Facility Management

Dedicates 20% of Vouchers to Shelter Population

EA Billing / Interface with BCBSS

Housing Specialist to Determine Eligibility / Provide Voucher Issuance

Community Access to HPRP and ESG Funds





“Rebuilding lives is hard work, both for our homeless neighbors and for those who support them. Sharing the struggle with a committed, collaborative community of partners in service lightens the load, shortens the journey, and increases efficiency and effectiveness. Sharing the joy of each homecoming empowers us all!”

**- Mary Sunden, Executive Director,  
Christ Church CDC**





# BERGEN NEW BRIDGE MEDICAL CENTER

“What we have accomplished for each one of our consumers in Bergen County is what we envisioned when we sat and developed our program on paper. We hoped to develop a strong partnership that had a common goal to provide those in need with basic needs so that we could work together to tackle the other complicated pieces in each person’s life. We hoped that we could implement what we wrote, that our partners were engaged in the process, and removed obstacles remaining solution focused. Working in partnership on a common goal, to care for those in need, and to provide basic resources, allows us as a team to achieve whatever other obstacles come to the forefront!”

- Kris Pendy, Chief Clinical Officer, Behavioral Health  
**New Bridge Medical Center**

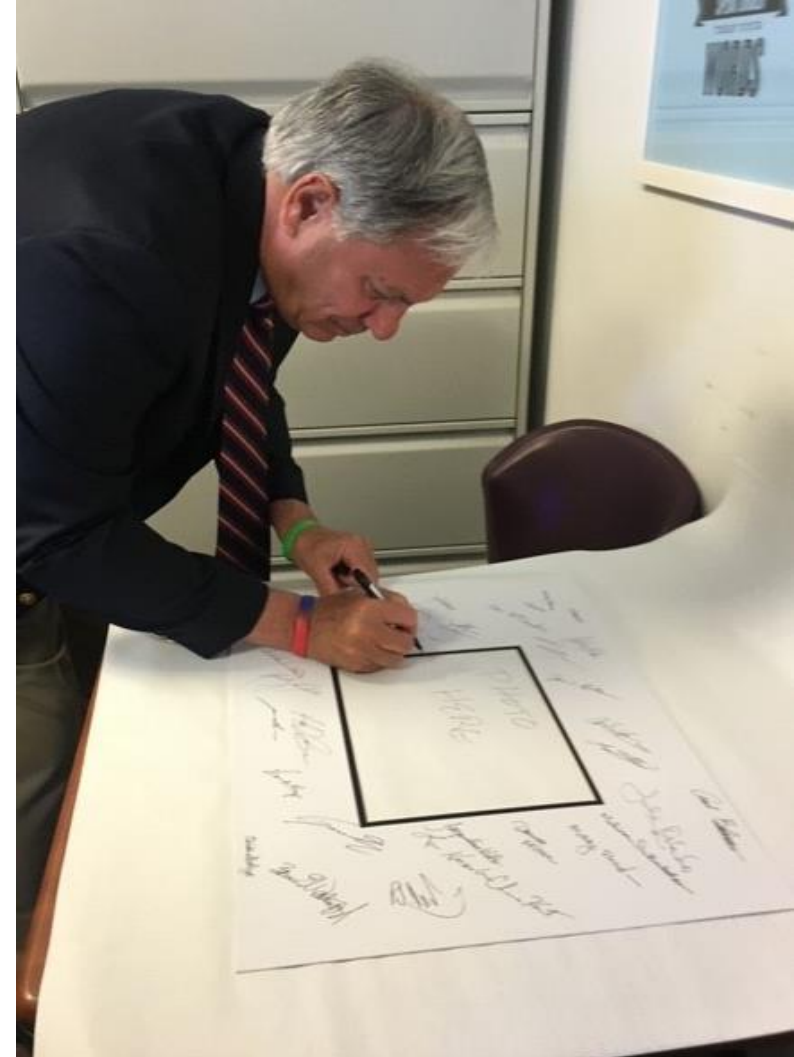
# Government Leadership: Bergen County



“This achievement is the result of many dedicated people working together to support some of the most vulnerable individuals in our communities....

This was truly an effort that required all hands-on deck. We all started with the principle that everyone deserves a home. For the chronically homeless that first step of secure, stable housing can be an incredibly difficult task.”

- **County Executive James Tedesco, III**  
Remarks at a press conference, March 28, 2017



# Government Leadership: County Seat, Hackensack



“The collaboration between law enforcement and service providers to address homelessness has been a great benefit to the city and keeps paying dividends. Providing mental health first aid training to police officers and assisting the library staff so they can more effectively interact with individuals experiencing mental health and substance use disorders has proven to be highly effective. Without this effective and robust approach towards addressing homelessness, Hackensack could never have revitalized.”

- John Labrosse, Mayor of Hackensack, NJ



# Collaborative Business Partnership



“The Main Street Business Alliance of Hackensack has worked tirelessly since 2004 to oversee the successful emergence of our Main Street into the next great residential and retail destination in the tri-state area. For this to occur we have relied on partners like Julia Orlando and her team at the Bergen County Housing, Health, and Human Services Center to help create a safe and healthy environment for our residents and merchants. I am proud of the work they have done and the nationally recognized milestones they have achieved in finding refuge and permanent housing for the homeless population of Hackensack. Julia is part of the reason our Main Street will flourish, and we are grateful to her mission in leaving no homeless person behind.”

**- Patrice Foresman, Executive Director, Hackensack Main Street Business Alliance**







# BERGEN'S OUTCOMES 2010-2021

1500+ Individuals Placed in Permanent Housing (1/4 were Chronic)

500+ Homeless Prevention / Rapid Rehousing Assistance ended 2012 (HPRP)

Homeless Prevention / Rapid Rehousing Assistance Begins 2012 (ESG)

Rapid Rehousing: 300+ Individuals Housed Since 2012

Under Homeless Prevention: 500+ Individuals Housed Since 2012

Less than 5% Recidivism Rate

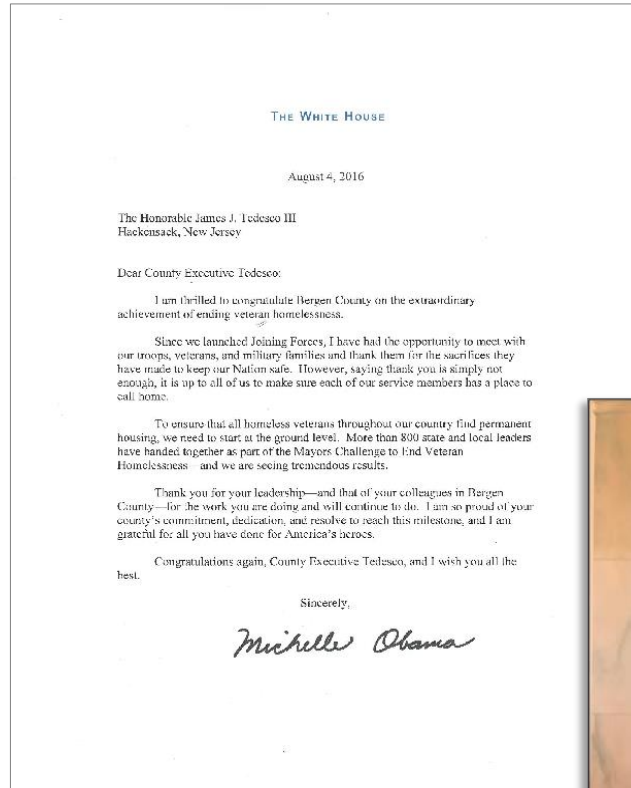
**Completed the Mayors Challenge to End Veteran Homelessness  
August 2016 (First County in New Jersey, 28<sup>th</sup> in the nation))**

**Reached Functional Zero for Chronic Homelessness  
February 2017 (First Community in the Nation to End)**

**Reached Functional Zero for Veterans Homelessness  
April 2017 (double zero community)**

Sustaining Zero for Veteran & Chronic Homelessness for over 5 years

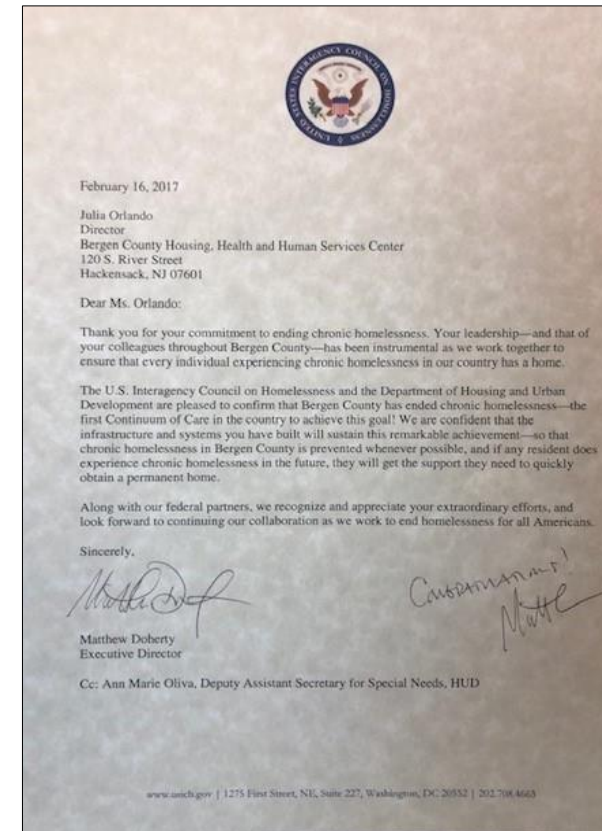
## Confirmation Letter from USICH on Bergen County Ending Chronic Homelessness



## Congratulatory Letter from FLOTUS Michelle Obama for achieving the Mayors Challenge and Ending Veteran Homelessness



(We even got invited to the White House...)



# Bergen County Government Leadership



**County Executive James J. Tedesco, III**

***Bergen County Board of Commissioners:***

**Commissioner Chairman Steven A. Tanelli**

**Commissioner Vice-Chairwoman Tracy S. Zur**

**Commissioner Chair Pro Tempore Dr. Joan M. Voss**

**Commissioner Mary J. Amoroso**

**Commissioner Germaine Ortiz**

**Commissioner Thomas J. Sullivan**

**Commissioner Ramon M. Hache, Sr.**

**Lynn Bartlett, Executive Director, Housing Authority of Bergen County**





# Charlotte/ Mecklenburg County

.....

Thomas Jacobs II



# Charlotte/Mecklenburg, NC



- 1 of more than 80 Communities working to end veteran homelessness and reach functional zero, as part of the Built for Zero movement
- Since 2018, has driven a 35% reduction in veteran homelessness
- During the pandemic, the number of veterans experiencing homelessness rose. But since February 2021, the community has been able to drive reductions month over month
- Working toward a 2021 goal of a 30% reduction by end of 2021





# Solutions learned along the way



- ✓ We had to be a collaborative, nimble, community-wide team, which include input & leadership from the county VSO & VA
- ✓ Part of the nimbleness included adjusting with the current changes in OUR market
- ✓ Willingness to try new techniques based on the data presented to us
- ✓ Best solution we learned was depth in collaboration

# Keys to success



-  Local government must be involved
-  VA has to be at the table
-  Agility in decision-making, let data drive decisions & pivot based on that data
-  Depth in collaborations



# Questions? | Feedback





# THANK YOU!

The National Association of Counties

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