Indianapolis Community Plan to End Homelessness: Priorities and Progress 2019-2020

January 30, 2020

Coalition for Homelessness Intervention & Prevention (CHIP)
City of Indianapolis
Roudebush VA Medical Center
PRIORITY 1:
OPTIMIZE CRISIS RESPONSE SYSTEM TO REDUCE LENGTH OF TIME HOMELESS AND FOCUS ON PERMANENT HOUSING AS A SOLUTION

PRIORITY 2:
INCREASE PERMANENT HOUSING

PRIORITY 3:
EXPAND AND ENHANCE SUPPORTIVE SERVICES TO INCREASE HOUSING STABILITY AND PREVENT RETURNS

PRIORITY 4:
UNIFY INTERSECTING SYSTEMS TO PREVENT / REDUCE INFLOW

PRIORITY 5:
REFINE COLLECTIVE IMPACT INFRASTRUCTURE TO ALIGN RESOURCES, IMPROVE COLLABORATION, FOSTER TRANSPARENCY

PRIORITY 6:
REDUCE DISPROPORTIONALITY AMONG PEOPLE OF COLOR ACROSS THE SYSTEM (IMPLEMENT RACIAL EQUITY)
Creating the Blueprint

Establishing our system vision and priorities for 2019-2020
Vision for the Indianapolis Homeless Response: A Coordinated System of Entry & Exit

Triage

Diversion
Coordination Outreach & Services
Temporary Shelters
Prevention

Assess Prioritize Refer Navigate

Permanent Supportive Housing
Rapid Rehousing
Affordable Housing
Employment/Self-Resolution

Linked to Community Support Stability/Prevention
Enhance Supportive Services
Support housing stability by providing high-quality supportive services

Expand Permanent Housing
Expand and develop permanent housing options using a Housing First approach

Coordinated Outreach
Experiment with, assess, and solidify a targeted street outreach approach to connect people to permanent housing

CES Refinement
Implement a continuous improvement and adaptive learning process for refining systems to better serve people

Governance and Collective Impact
Align the CoC and governance structure to elevate impact
Theory of Change

Scaled Exit Pathways → Target → Assess, Refer, Navigate → Reduce/End Homelessness
<table>
<thead>
<tr>
<th>System Goals &amp; Priorities (2019-2023)</th>
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<tbody>
<tr>
<td><strong>END</strong></td>
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<tr>
<td>END: End homelessness among <strong>veterans</strong> by <strong>2020</strong></td>
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<tr>
<td><strong>END</strong></td>
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<tr>
<td>END: End <strong>chronic</strong> homelessness by <strong>2023</strong></td>
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<td><strong>END</strong></td>
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<tr>
<td>END: End homelessness among <strong>youth</strong> and young adults by <strong>2023</strong></td>
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<tr>
<td><strong>REDUCE</strong></td>
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<tr>
<td>REDUCE: Reduce the number of <strong>families</strong> experiencing homelessness by 50% by <strong>2023</strong></td>
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Building the Infrastructure of Collective Impact

Aligning the CoC and it’s governing structure to empower leadership, drive implementation, foster accountability and transparency, and achieve impact.
Collective Impact Framework

Common Agenda
Shared vision for change with agreed upon actions and shared definition of problem

Shared Measurement System
Agreed measures and indicators for measuring success

Backbone Support Organization
Separate organization with dedicated staff skilled to support the infrastructure

Mutually Reinforcing Activities
Diverse stakeholders working together with specific activities that support and coordinate actions of others

Continuous Communication
Trust, common vocabulary, sense of fairness/objectivity in decision-making, problem solving
CoC Structure

- Governing Board
- Management Team
- Implementation Work Groups
<table>
<thead>
<tr>
<th>Council Member</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeff Bennett</td>
<td>Other Systems (Mayor’s Office)</td>
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<tr>
<td>Dr. Virginia Caine, MD</td>
<td>Other Systems (Health)</td>
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<tr>
<td>Pastor David Greene</td>
<td>Faith Community</td>
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<tr>
<td>John E. Hall</td>
<td>Indianapolis Housing Agency</td>
</tr>
<tr>
<td>Tamara Winfrey-Harris</td>
<td>Private Funder</td>
</tr>
<tr>
<td>Angie Carr Klitzsch</td>
<td>Other Systems (Employment)</td>
</tr>
<tr>
<td>Emily Mack</td>
<td>Dept of Metropolitan Development</td>
</tr>
<tr>
<td>Breanca Merritt</td>
<td>University/Evaluation</td>
</tr>
<tr>
<td>Chris Ray</td>
<td>Other Systems (VA Medical Center)</td>
</tr>
<tr>
<td>Sara VanSlambrook</td>
<td>Private Funder</td>
</tr>
<tr>
<td>William Bumphus*</td>
<td>Direct Service- Crisis Response</td>
</tr>
<tr>
<td>Ray Lay*</td>
<td>Lived Experience</td>
</tr>
<tr>
<td>Kay Wiles*</td>
<td>Direct Service- Permanent Housing</td>
</tr>
<tr>
<td>Amanda Wilkerson*</td>
<td>Lived Experience</td>
</tr>
</tbody>
</table>

*Position Elected in Fall 2019
Project Management Team

- Youth
- Performance
- Employment & Income
- Funding Alignment
- HMIS
- CoC Coordination

- PSH Pipeline
- Crisis Response
- RRH Expansion
- CES Refinement
- Veterans
CoC Coordination

Fostering a shared commitment to ending homelessness in our community through a strong infrastructure, increased capacity, equity throughout the provision of housing and services, and effectively measure and communicate the system vision, goals, and progress.

(5.4, 5.5, 5.6, 6.2, 6.3, 6.6)
CoC Coordination Priorities & Progress: 2019

**Maximize CoC Funding**
- Elevate NOFA competition
- Increase & diversify voices
- Align strategies to achieve system vision

**Elevate Communication & Transparency**
- Launched CoC newsletter
- Launched CoC social media strategy
- Enhanced CoC website

**Support CoC Infrastructure**
- Creation of System Vision
- Revised CoC Charter
- Appointed and onboarded new Blueprint Council

**Reduce Racial Disparities**
- Implement inclusive practices across CoC and in governing structure
- Identify, track, and assess data
CoC Coordination Priorities: 2020

**FUNDING**
Increase coordination with ESG funding
Build upon success of FY2019 NOFA
Assist to align YHDP with CoC strategies

**EQUITY 🙋‍♂️**
Secure support to move racial equity work forward
Collaborate with others who are leading on developing and implementing equitable systems

**COMMUNICATIONS**
Enhance transparency
Elevate issues of homelessness (social media, media)
Implement CoC communication loop (Quarterly convenings)

**INFRASTRUCTURE 🏗**
Support Blueprint Council in engaging additional system leaders
Support change process within CoC governing and implementation structure
HMIS & Performance

Building a unified system for collecting, sharing, and integrating data to effectively measure progress and identify real-time opportunities to improve performance and practice.
<table>
<thead>
<tr>
<th>Enhance</th>
<th>Data Quality &amp; Data Visualization</th>
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<tbody>
<tr>
<td></td>
<td>• Develop and implement a community-wide data quality plan</td>
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<tr>
<td></td>
<td>• Use public data dashboards to capture progress, opportunities for improvement</td>
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<table>
<thead>
<tr>
<th>Expand</th>
<th>Utilization of HMIS</th>
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<tbody>
<tr>
<td></td>
<td>• Provide support, reduce barriers, build capacity to new and existing users</td>
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<thead>
<tr>
<th>Drive</th>
<th>Accountability and High-Performance</th>
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<tr>
<td></td>
<td>• Deploy real time data to improve outcomes for projects and across the system</td>
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<td></td>
<td>• Capture and report system performance metrics to drive decision-making and practice</td>
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<thead>
<tr>
<th>Refine</th>
<th>Quarterly Performance and Outcomes</th>
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<tbody>
<tr>
<td></td>
<td>• Gather, analyze, track outcomes on CoC, ESG projects</td>
</tr>
<tr>
<td></td>
<td>• Capacity building efforts with partner agencies</td>
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</tbody>
</table>
HMIS & Performance Progress
PIT, HIC and Funding Trends
Funding Alignment

Supporting and cultivating a marketplace for best practices and scalable solutions that align with our system vision.
Funding Alignment Updates in 2019

- UWCI Basic Needs Fund
- Housing Trust Fund
- ESG Funding
- NOFA Project Scoring
- Housing to Recovery Fund
Transformational Road Map to Housing

Creating a foundation for streamlining access to housing and CES improvements

(C.3)
Community Plan to End Homelessness

- End Chronic Homelessness by 2023
- Achieving this goal will require support and efficiency in IHA preferences process and CES

Project Goal

- A transformed integrated network of providers will deliver on its promise to ensure nine vouchers per month are assigned to individuals and families experiencing homelessness and are housed rapidly

Challenge Identified

- Nov 2017-July 18, IHA made 104 vouchers available through CES
- 26% of households were unsuccessful
- Low utilization rate is inefficient and contrary to Housing First principles
The Approach: Value Stream Mapping

1. Assign a value to each step from the client perspective
2. Note the value add, whether there is no value, or regulations in each step
3. Develop a future state by eliminating or minimizing non-value add steps
4. Identify solutions needed to create and support the future state
## Outcomes

16% increase in efficiency

- Streamlining reduced process from 68 to 57

11 recommendations

- Included: creating dashboards to project manage CES referral to lease up and a process to reduce criminal record denials

<table>
<thead>
<tr>
<th>Process State</th>
<th>Current</th>
<th>Future</th>
</tr>
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<tbody>
<tr>
<td>Total Steps</td>
<td>68</td>
<td>57</td>
</tr>
<tr>
<td>Value-Added Steps</td>
<td>22</td>
<td>26</td>
</tr>
<tr>
<td>Required Steps</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Non-Value Added Steps</td>
<td>20</td>
<td>5</td>
</tr>
</tbody>
</table>
Refining our System of Coordinated Entry & Exit

Revising policies and practices to reduce barriers to housing access and to quickly assess, refer, and connect people to the appropriate resources to end their homelessness.

(2.8, 3.6, C.3)
CES Refinement Focus: 2019-2020

Automating pool management

Right-size Access Points based on inflow data

Develop CES Call in Center to improve efficiency and access

Refine and implement full-time dedicated CES Assessor Team

Scale a dedicated system-wide housing navigation team
3,248 PEOPLE
Total people assessed

2,176 ASSESSMENTS

128 YOUTH HOUSEHOLDS
Head of Household is between ages 18-24

342 FAMILIES
Households with minor children

813 VETERANS
Self-reported veteran status

CES 2018
CES 2019

3,304 PEOPLE
Total people assessed

137 YOUTH HOUSEHOLDS
Head of Household is between ages 18-24

2,243 ASSESSMENTS

379 FAMILIES
Households with minor children

816 VETERANS
Self-reported veteran status

3,304 PEOPLE
Total people assessed

137 YOUTH HOUSEHOLDS
Head of Household is between ages 18-24

2,243 ASSESSMENTS

379 FAMILIES
Households with minor children

816 VETERANS
Self-reported veteran status
CES Progress: 2019

Permanently Housed through CES

- Increase of 10% in people
- Increase of 12% in households
Optimizing our Crisis Response System

Coordinating street outreach to connect individuals and families to permanent housing options

(1.1, 1.2, and 1.5)
Coordinated Outreach:
Connecting unsheltered individuals with the highest barriers and vulnerability to housing

Community Plan prioritized connecting street outreach to permanent housing. This created enthusiasm from outreach partners to engage in new collaborative efforts.

Chronically homeless population barriers often prevent consistent engagement in housing process/navigation, and ending Chronic homelessness cannot be done without connecting street outreach to housing.

Indianapolis downtown community emphasis on reducing homelessness in the Mile Square. Responding to community concern allowed us to engage and educate, as well as be a responsive system partner to their concerns.
Coordinated Outreach: 2019 Priorities

- **Policies & Practices**: Utilizing best practices from street outreach, we created training materials, policies and practices to engage and connect highly vulnerable individuals to housing.

- **Creating partnerships**: Define roles for future formalized partnerships between professional, faith-based, law-enforcement, healthcare, and community mental health centers.

- **Community need**: Staffing model was created based on data to help us understand the need for coordinated outreach across the system.

- **Scaling across the Community**: Agency leadership are currently identifying strategies to scale the coordinated outreach effort across the community.
Coordinated Outreach Progress: 2019

Scale Efforts
Scale Coordinated Outreach with the support of community partners

Outreach Plan
Formalize partnerships and create an inclusive outreach plan that connects individuals to permanent housing.

Evaluation
Evaluate our progress and continue to look for opportunities to improve our efforts.

Individuals identified as highly vulnerable, 410 total individuals seen.

Of targeted individuals were ready for referral to permanent housing, compared to 56% of vulnerable population overall.

18 Individuals from the downtown mile-square moved into permanent housing.
Expanding Permanent Housing Options

Developing a pipeline of supportive housing, infusing more subsidies, building the service capacity of providers to serve people with high barriers.

(2.1, 2.4, 2.7)
Permanent Housing Expansion Progress: 2019-2020

- **Housing Choice Vouchers - Services funded by Housing Trust Fund**
  - 128 households to date
  - 2020: 7 per month

- **5 new HUD-VASH Vouchers in 2019**
- **15 new HUD-VASH Vouchers in 2020**

- **2019 Voucher Surge**:
  - 121 leased
  - 77 in process

- **2019: 55 NED Vouchers**
  - Services with parking meter funding
PSH Pipeline Priorities & Progress

Current Supportive Housing Institute
- Gratus Development- 40 PSH
- UP Holdings- 49 PSH
- Vencino Group- 40 PSH

2019
- Converted 8 PSH Units- HVAF

Preserving Partners in Housing

2020
- Blue Triangle- 45 PSH by 3/20
- Constitution Gardens- 20 PSH by 6/20

2021
- Proctor Place- 15 Veteran PSH by 8/21
- Lutherwood- 30 Youth PSH by 8/21
- Englewood- 8 PSH by 8/21
- Central Greens- 35 PSH by 8/21

2022
- Meridian Hill FUSE- 13 PSH by 8/22
- Englewood- 10 Youth PSH by 12/22
Pipeline Priorities & Progress:
315 new units

New PSH Projects from 2018-2020
2019- preservation of Partners in Housing units
Expanding Service Capacity (PSH)-Housing to Recovery

| Develop an outcomes based fund as a way to contract and fund supportive housing services that will ensure persons experiencing homelessness with high barriers and high utilizers of crisis systems of care get access to supportive housing with robust services. | Develop a supportive housing service system that can attract investment from public and private investors. | Develop a flexible service delivery fund that will fund services within a true housing first model. | Shift from grant funded activities to investment funded outcomes |
HTR Fund
2020 Priorities

Service Delivery System Design
Provider interviews identify gaps and barriers
Intensive case management model including tenancy supports
Budget developed and tied to pipeline

Execute Contracts
Contracts will be outcomes based

Fundraising
$2.5 million raised to date
Fundraising continues throughout 2020

Ongoing 2020
Target Populations

Veterans, Chronic, Youth & Young Adults, Families
Veterans

End Veterans homelessness by 2020.

(V.1, V.2, V.5, V.7)
Veteran Priorities: 2019-2020

Full Utilization of SSVF, HUD VASH

Scale Rapid Resolution

End Veteran Homelessness

Transition to a single list for CES and By Name List

Continue to refine CES to align with veteran system needs

Increase referrals for each PH opening
<table>
<thead>
<tr>
<th>Veterans 2019: Progress</th>
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<tbody>
<tr>
<td><strong>Implement</strong></td>
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<tr>
<td>Streamlined process to housing using real-time eligibility for veterans</td>
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<tr>
<td><strong>Develop</strong></td>
</tr>
<tr>
<td>Tool to assess inflow, outflow, and opportunities to target interventions</td>
</tr>
<tr>
<td><strong>Create</strong></td>
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<tr>
<td>Targeted list of veterans (hot-list) with high-vulnerability and barriers</td>
</tr>
<tr>
<td><strong>Refine</strong></td>
</tr>
<tr>
<td>Veteran case conferencing work group practices</td>
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### Veterans

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Benchmark</th>
<th>Where we stand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic and long-term homeless veterans</td>
<td>Zero unhoused Veterans</td>
<td>47 Chronic and Long-term veterans currently on list</td>
</tr>
<tr>
<td>Length of time from assessment to permanent housing</td>
<td>90 days or less</td>
<td>173 days is the average from assessment to housing</td>
</tr>
<tr>
<td>More veterans are being housed than entering homelessness</td>
<td>Veterans entering are equal to or lesser than the number of veterans exiting homelessness</td>
<td>57 veterans entered/52 exited on avg each month in the last year</td>
</tr>
<tr>
<td>System can meet permanent housing need for veterans</td>
<td>Veterans entering TH/GPD is significantly less than the number of veterans becoming homeless</td>
<td>35 entering TH/57 entered each month on avg in the last year</td>
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Chronic Homelessness

Ending Chronic homelessness by 2023.

(C.1, C.3, C.4, C.6)
Chronic Strategies

End Chronic Homelessness

- Refine CES Targeting
- Coordinated Outreach & Navigation
- Scale PSH Portfolio
- Expand Service Capacity (Funding)
Build the PSH Pipeline
- Current pipeline of development projects will start leasing around Jan 2020 with a substantial surge throughout 2021 and early 2022
- Tenant Based Vouchers will be available annually and paired with services

Expand Service Funding and Capacity
- HTR Fund to expand service funding and provider pool for new units.
- Coordinated Outreach to support navigation for vulnerable individuals

Manage Legacy PSH Portfolio
- Reexamine legacy portfolio against refined program model
- Define strategies to improve performance/capacity, reallocate, or adjust projects
- Execute improvement strategies

Develop a process to target resources
- Prepare to assess inflow, outflow, and opportunities to target interventions
Youth & Young Adults

End youth and young adult homelessness by 2023.

(2.8, 3.4, 4.5, 5.7, Y.8)
Indianapolis CoC was selected as a Round 3 YHDP Community and awarded $3.88 million.

Planning Phase: 10/19-4/20
- System modeling
- Needs Analysis
- Community goals and action steps
- Development of the Coordinated Community Plan (CCP)

Draft Coordinated Community Plan: 12/19/19
Youth action Board and YHDP Team Submitted the 1st Draft of Indianapolis’ CCP to HUD. This plan refines the previous youth plan to align our community with YHDP standards.

Project Applications: 7/1/20
- Project applications are due to HUD.

Award: 8/29/19
Indianapolis CoC was selected as a Round 3 YHDP Community and awarded $3.88 million.

Coordinated Community Plan Approval: 4/29/20
- Final draft of the CCP is due to HUD.
Youth & Young Adults 2019: Progress

**Cross System Collaboration**
- Developed a coordinated community plan and submitted draft DCS executed a MOA with Indianapolis CoC for YHDP efforts & foster youth voucher application

**Employment & Education**
- Education & employment gaps identified via needs analysis and strategies developed through YHDP process

**Housing**
- Beginning 2018, Adult & Child implemented 12 units of RRH.

**Funding Opportunities**
- Selected as a Round 3 YHDP Community and awarded $3.88 million
Youth & Young Adults Priorities: 2020

Funding Opportunities
- Leverage YHDP for local funding when appropriate
- YHDP eligible for renewal in annual CoC funding (future)
- 25 Foster Youth to Independence vouchers

Increase Access to Housing
- Through YHDP, numerous units dedicated to young adults will be slated for the community
- Develop and implement innovative housing strategies, including low-barrier, short-term options

Cross System Collaboration
- Partner directly with young people with lived experience
- Finalize a coordinated community approach, informed by cross system partners (i.e. DCS, DOE, Juvenile Justice, behavioral health care)

CES Refinement
- Plan and implement a youth specific access point with a full-time designated youth assessor
- Refine engagement plan with youth and young adults following CES assessment
- Development and inclusion of more youth specific programs available through CES
Families

Reduce family homelessness by 2023.

(2.6, F.2, F.4, F.9)
Maintain current RRH targeting and flow to achieve maximum utilization
- Employ targeted outreach/navigation where possible to accelerate navigation of unsheltered referrals
- Rapidly backfill to maintain high utilization

Deploy vouchers to about 25% of Existing RRH participants
- Execute rapid identification and deployment of available vouchers
- Actively support providers as they execute subsidy swaps

Prepare for implementation of new RRH projects in 2020/2021
- Refine a RRH program Model
- Explore enhanced targeting
- Coordinate landlord engagement activities

Test Targeted Diversion/Rapid Resolution
- HIP Pilot, SSVF, DVN
Homeless Initiative Program Pilot

- 119 households served
- 458 individuals served

Doubled-Up Population
- 23 households were served as they worked toward self-resolution

Rent & Deposit Assistance
- 1st month’s rent or deposit was provided to 34 households

Returns to Homelessness
- Program began in June, result available soon
Questions?
More information

Website
www.indycoc.org

Calendar, Data, Dashboards and Work Plan Updates

Newsletter
Sign-up on the CoC Website
Newsletters released monthly featuring news and highlights

Social Media
Facebook:
Indianapolis CoC /IndyContinuumOfCare/
<table>
<thead>
<tr>
<th>Body of Work</th>
<th>Project Manager(s)</th>
<th>Email</th>
</tr>
</thead>
</table>
| System Leads          | Chelsea & Rodney   | charing-cozzi@chipindy.org
                   |                     | rodney.stockment@indy.gov |
| CoC Coordination      | Emily & Courtney   | ebair@chipindy.org
                   |                     | courtney.purnell@indy.gov |
| HMIS & Performance    | Dan & Chris        | dmelin@chipindy.org
                   |                     | clakich@chipindy.org    |
| CES Refinement        | Danielle & Matt    | danielle@chipindy.org
                   |                     | mholland@chipindy.org   |
| Crisis Response       | Rachael            | rsample@chipindy.org                           |
| PSH Pipeline          | Rodney             | rodney.stockment@indy.gov                     |
| Veterans              | Matt & Trish       | mholland@chipindy.org
                   |                     | tricia.smith-peck@va.gov |
| Youth                 | Amy                | agibson@chipindy.org                          |
| RRH Expansion         | Rachael            | rsample@chipindy.org                          |