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Salem County, NJ

March 13, 2008



#### THE NATIONAL PARTNERSHIP:

#### **INVESTMENT, INNOVATION, AND RESULTS**

#### IN ENDING HOMELESSNESS

#### **HOMELESSNESS**

20 years of:

- Increasing numbers
- Decreasing morale
- Expanded funding
- Limited results





#### PRESIDENT'S MANAGEMENT AGENDA

The President's Management Agenda calls for federal investments to be:

- research and data-driven
- performance-based
- results-oriented

### RESEARCH

# WHAT ARE THE CHARACTERISTICS OF INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS?



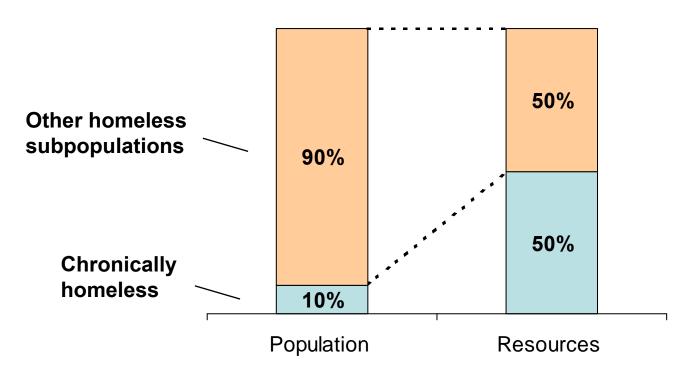
- Unaccompanied individuals
- Homeless for a year or more or multiple times over a several year period
- Disabled by addiction, mental illness, chronic physical illness or disability, or developmental disability
- Frequent histories of hospitalization, unstable employment, and incarceration
- ❖ Average age early 40s



#### UNPRECEDENTED RESEARCH/DATA

### INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS CONSUME A DISPROPORTIONATE AMOUNT OF HOMELESS RESOURCES

10% of the homeless population consumes over 50% of the resources



Burt, Martha R., Laudan Y. Aron and Edgar Lee. 2001. Helping America's Homeless: Emergency Shelter or Affordable Housing? Washington, DC: Urban Institute Press. Kuhn, R. & Culhane, D.P. (1998). Applying cluster analysis to test of a typology of homelessness: Results from the analysis of administrative data. The American Journal of Community Psychology, 17 (1), 23-43. Community Shelter Board. Rebuilding Lives: A New Strategy to House Homeless Men. Columbus, OH: Emergency Food and Shelter Board.



#### UNPRECEDENTED RESEARCH/DATA

### INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS CONSUME A DISPROPORTIONATE AMOUNT OF MAINSTREAM RESOURCES

Individuals experiencing chronic homelessness are heavy users of costly public resources, including:

- Emergency medical services, ambulance, EMT's
- Primary health care, multi-day hospital stays
- **❖** Behavioral health care, psychiatric treatment, detox facilities
- Justice system: Police, law enforcement, corrections, courts







## RESEARCH RESULTS ON FAMILY HOMELESSNESS

#### Background on Families

- Much lower MH/SA rates
- > Not different from poor housed families
  - > Relatively homogeneous

SOURCE: Culhane, et al., Patterns and Costs of Family Shelter Utilization: Do Family Characteristics Matter?



#### UNPRECEDENTED RESEARCH/DATA



#### Findings and Recommendations

- Most needy families get few system resources, and least needy families get most system resources
- Policies and programs driving long stays
- Characteristics of "graduates" may reflect selection effects of policies and programs
- ❖ Need for reform: A new conceptual framework that matches families by need to interventions that support their independence – e.g., Least needy families should get least expensive intervention, and vice versa



#### FEDERAL RESEARCH ON FAMILIES

NEW: Inventory of Federal programs with capacity to serve homeless families - @ www.usich.gov

- ❖ 73 programs across 11 Federal agencies
- Targeted and mainstream programs
- Identifies budget, eligible activities and recipients, and impediments to participation by homeless families
- Includes United States Departments of:

Agriculture Education

Energy Health and Human Services

Housing & Urban Development Justice

Labor Veterans Affairs

**Social Security Administration** 

**General Services Administration** 

**Corporation for National and Community Service** 

### **RESOURCES**



#### UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

# Constellating the National Partnership



- Every level of government
- Every element of the private sector



#### UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

#### COUNCIL MEMBERS/FEDERAL PARTNERS

#### U.S. Department of Veterans Affairs

**U.S. Department of Agriculture** 

**U.S. Department of Commerce** 

**U.S. Department of Defense** 

**U.S. Department of Education** 

**U.S. Department of Energy** 

U.S. Department of Health and Human Services

**U.S. Department of Homeland Security** 

**U.S. Department of Housing and Urban Development** 

**U.S. Department of the Interior** 

**U.S. Department of Justice** 

**U.S. Department of Labor** 

**U.S. Department of Transportation** 

**USA Freedom Corps** 

**United States Postal Service** 

**Social Security Administration** 

**General Services Administration** 

Office of Management and Budget

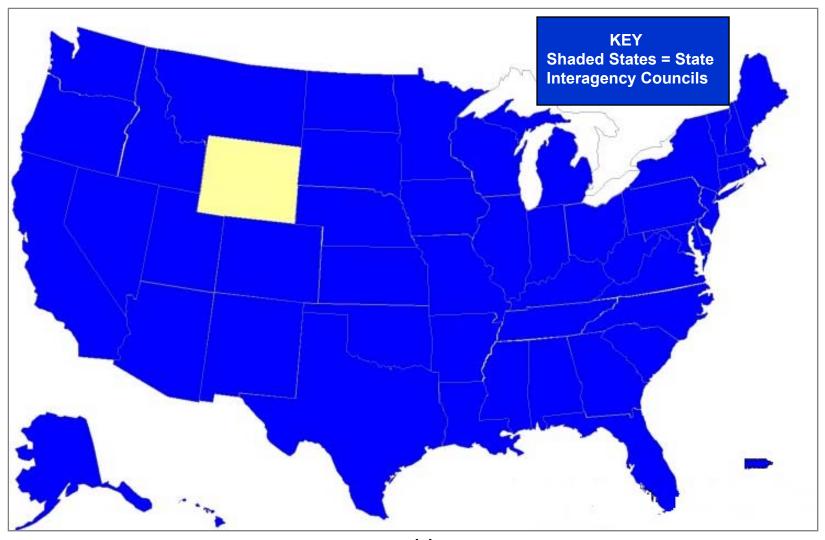
Corporation for National and Community Service
White House Office of Faith Based and Community Initiatives

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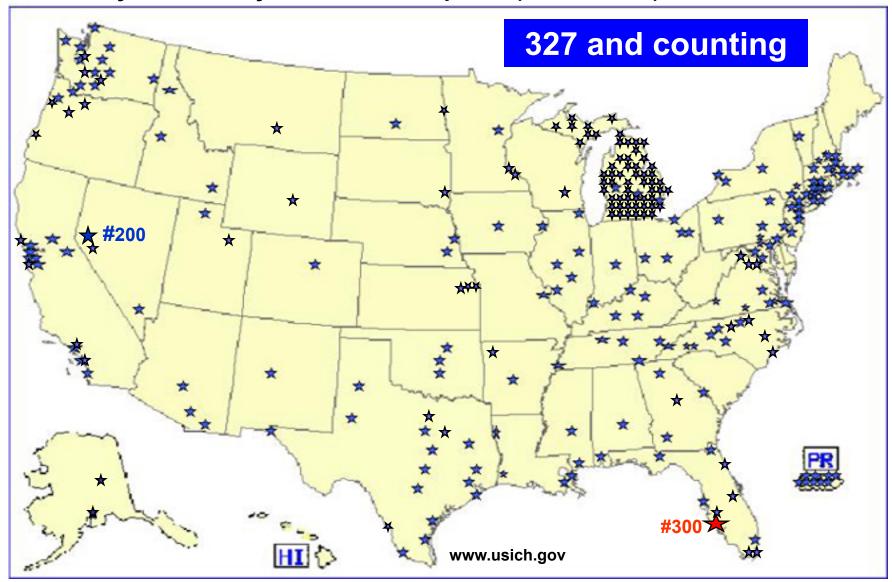
# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

#### **Status of State Interagency Councils on Homelessness (2008)**





## UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL City and County 10-Year Plan Update (March 2008)





#### UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

### KEY SHAREHOLDERS IN INCLUSIVE PARTNERSHIPS IN DEVELOPING AND SUPPORTING 10-YEAR PLANS



Mayor/ County Executive



Agency /
Department
Heads



Federal Agencies



State Government



Law Enforcement Officials



Librarians



Hospital Administrators



Individuals experiencing Homelessness



Faith-based Organizations



General Public



Non-profits / foundations



Business & Civic Leaders



Housing Developers & Service Providers



United Way/ Chambers of Commerce



**Academia** 



Parks & Recreation Departments

www.usich.gov



#### UNPRECEDENTED PARTNERSHIP

#### **AMERICA'S ROAD HOME:**

Unprecedented 12-point agreement established by Mayors and County officials in Denver in November 2007:

- intergovernmental partnership
  - > jurisdictional leadership
- > sustainability of resources and results

Now signed by 225+ elected leaders from across the country.







#### UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

#### PUBLIC AND PRIVATE SECTOR PARTNERS IN ENDING CHRONIC HOMELESSNESS















#### PRESIDENT'S NEW FREEDOM

COMMISSION ON MENTAL HEALTH







#### UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL



- PARTNERSHIP
  - TRUMPS
- PARTISANSHIP



#### **INNOVATIVE BUSINESS THINKING INFORMING 10-YEAR STRATEGIES**

# INNOVATIVE BUSINESS THINKING INFORMING 10-YEAR STRATEGIES

➤ The Tipping Point:
How Little Things Can Make a Big Difference

- Good to Great
- > The Innovator's Dilemma



#### **INNOVATION INFUSED**



PRESIDENT'S MANAGEMENT AGENDA

GOOD . . . TO BETTER . . . TO GREAT





RESEARCH ON HOMELESSNESS

**PROJECT HOMELESS CONNECT** 





JURISDICTIONALLY-LED, COMMUNITY-BASED 10-YEAR PLANS ASSERTIVE COMMUNITY TREATMENT TEAMS (ACT)





COST BENEFIT ANALYSIS STUDIES

PSYCHOTROPIC MEDS -NO WRONG DOOR





STREET ENUMERATION BASELINES

HENNEPIN COUNTY HOMELESS
PREVENTION/RAPID EXIT



THERAPEUTIC COURTS – HOMELESS & BEHAVIORAL HEALTH COURTS

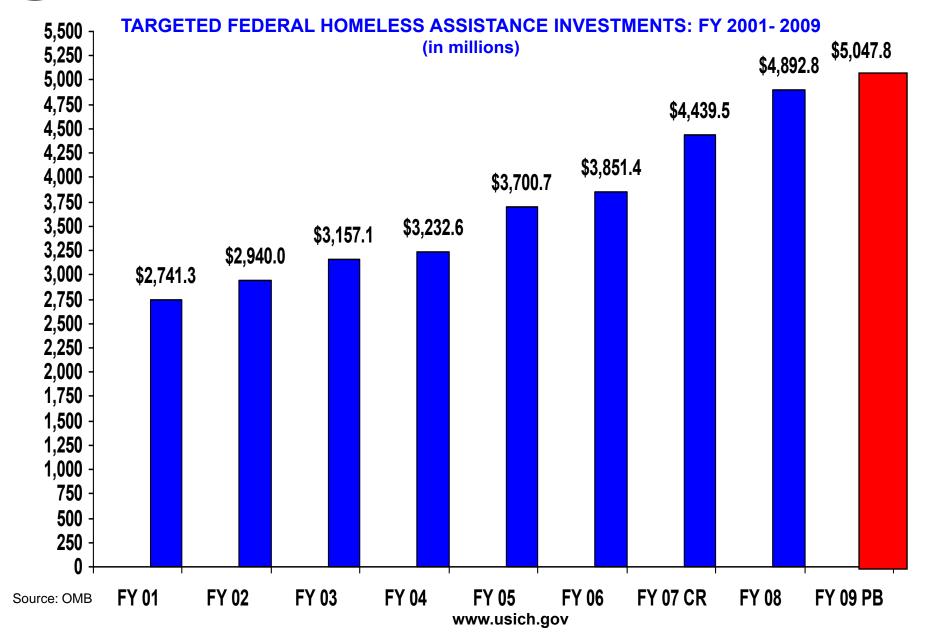
mHOUSING FIRST & PERMANENT
SUPPORTIVE HOUSING

CRISIS INTERVENTION TEAMS (CIT)

HOUSING SEARCH/STABILIZATION



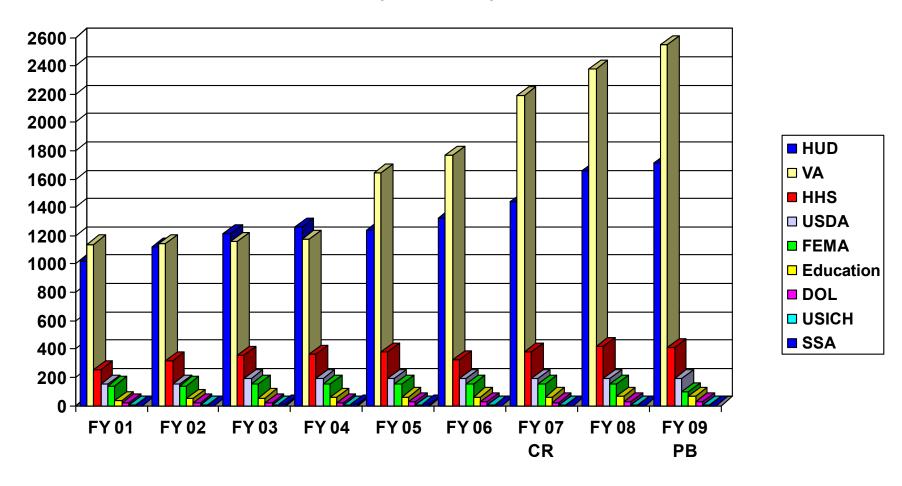
#### **UNPRECEDENTED RESOURCES AND INVESTMENTS**





#### **UNPRECEDENTED RESOURCES AND INVESTMENTS**

### TARGETED FEDERAL HOMELESS ASSISTANCE INVESTMENTS: FY 2001 - 2009 (in millions)





#### FEDERAL INTERAGENCY AND TARGETED INITIATIVES

#### FEDERAL FUNDING FOR PREVENTION FOR SPECIAL POPULATIONS

#### including:

- Reentering prisoners
- ✓ Aging out foster care youth
- ✓ Individuals needing substance abuse treatment





#### FEDERAL MAINSTREAM RESOURCES

#### **CONSUMER-CENTRIC MAINSTREAM RESOURCES**

including benefits, health care, and education:

□ Medicaid

□ Food Stamps

□ SSI/SSDI

- □ TANF
- □ EITC
- □ Veterans benefits
  □ Veterans health care



#### FEDERAL MAINSTREAM RESOURCES



#### EARNED INCOME TAX CREDIT (EITC)

The maximum federal EITC benefit for the 2007 tax year is \$4,716 for families with two or more children and \$2,853 for families with one child.

Workers without a qualifying child also may receive an EITC of \$428 in 2007.

23 = Total number of states with State EITCs. Annual state EITC benefits will now exceed \$1.5 billion.

<u>Federal TANF regulations</u> permit TANF money to be used to fund refundable tax credits.

According to 2003 HHS data, 10 states use TANF to fund their state income tax credit programs.

Former HUD Assistant Secretary: up to 15% of eligible families with children can be removed from the worst case housing needs category with EITC -







<u>Miami Mayor Manny Diaz</u>: Launched City's 2008 Earned Income Tax Credit and tax preparation campaign, which is estimated to have previously secured over \$58 million in EITC returns and more than \$142 million in total refunds for over 9,200 residents each year.

<u>Arkansas</u>: Officials estimate <u>94% of benefits</u> not being accessed for eligible residents of the state were from <u>federal benefit programs</u>.

- → New joint initiative of the State of Arkansas and Departments of Workforce Services and Human Services, and the Arkansas Interfaith Conference (AIC)
- → 7 counties will create access points for screening and filing at community centers, public libraries, churches and other sites that will reach residents at convenient locations and hours

Ohio: In just 18 months a public-private initiative from the Ohio Governor's office helped more than 7,500 Ohio residents access over \$9 million in tax credits and other work supports, using electronic filing for federal and state taxes, Medicaid, energy assistance, Food Stamps, and more.



#### **UNPRECEDENTED RESOURCES AND INVESTMENTS**





#### **LEVERAGING OF**

#### STATE, CITY, and PRIVATE SECTOR INVESTMENT

#### **RESULTS:**

Since 2003 over 41,620 units/tenancies of targeted permanent supportive housing have been created or are in development toward the goal of 150,000 such opportunities for persons experiencing chronic homelessness.

Since 2003 these same 100+ State and City jurisdictions have leveraged a total of over \$3.46 billion in State, local, and private investment and commitments toward the goals of their 10-Year Plans, including the goal of ending chronic homelessness. This includes investment for housing and services, as well as prevention activities.

#### **ECONOMICS OF HOMELESSNESS**



#### **POLITICAL WILL AND HOMELESSNESS**

Moral reasons to respond to homelessness

Spiritual reasons to respond to homelessness

Humanitarian reasons to respond to homelessness

Economic consequences of homelessness



#### **UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES**



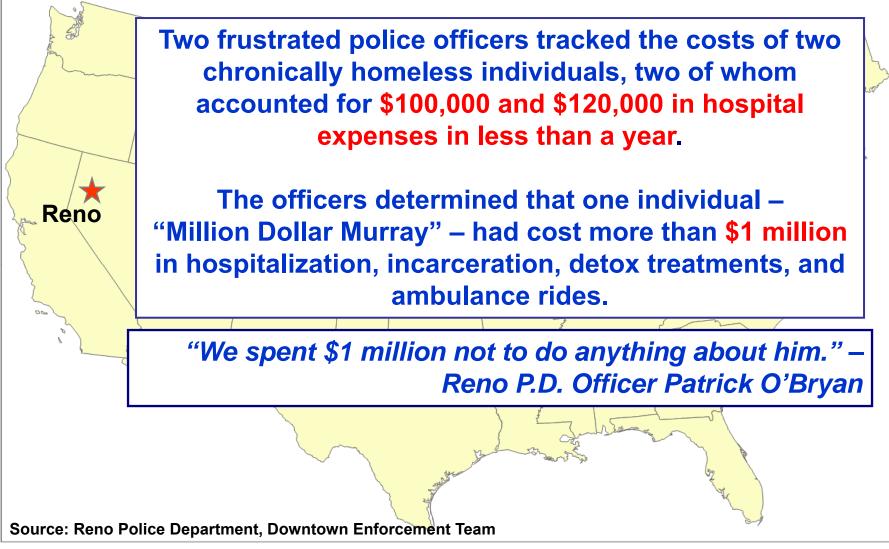


# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: BOSTON





# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES RENO, NEVADA



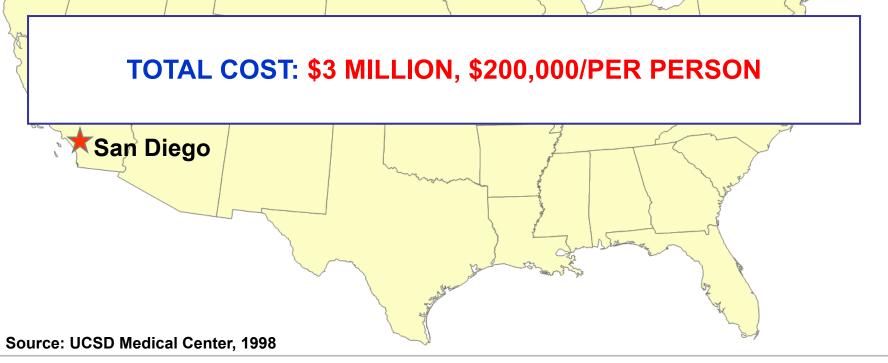
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# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: SAN DIEGO, CALIFORNIA I

The University of California at San Diego followed

15 chronically homeless street people for 18 months, tracking
their use of behavioral health acute systems, mental health and
substance abuse services, law enforcement interventions on
the streets, and temporary periods of incarceration.





# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: QUINCY, MASSACHUSETTS COST SAVINGS

In conjunction with its <u>first shelter closing</u> resulting from Housing First success under its jurisdictional 10-Year Plan, Quincy researchers found:

77% decrease in number of inpatient hospitalizations 44% decrease in hospital days

Resulting in \$51,750 in hospital savings

86% reduction in psychiatric hospitalizations 83% decrease in ER use

Source: Quincy Housing First Final Report, September 2007



# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: PORTLAND, MAINE COST SAVINGS

Researchers tracked 99 chronically homeless individuals who moved to permanent supportive housing in Portland, Maine.

50% reduction in service costs in ambulance and emergency room use, jail nights, and police contacts after housing placement, dropping from an average of over \$28,000 per person annually to \$14,000,

Health care costs decreased 59% after housing placement.

Mental health care costs decreased 41%.

Treatment utilization increased by 35%.

```
$497,042 = Health care savings
$128,373 = Emergency room savings (decrease of 62%)
$255,421 = Inpatient hospitalization savings (decrease of 77%)
```

Source: Cost of Homelessness - Greater Portland, September 2007.



# UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: PORTLAND, OREGON COST SAVINGS



Central City Concern followed 35 homeless individuals placed in housing supported by ACT teams.

Pre-enrollment health care and incarceration costs per person = \$42,075

Post-enrollment health care and incarceration costs + supportive housing cost per person= \$25,776

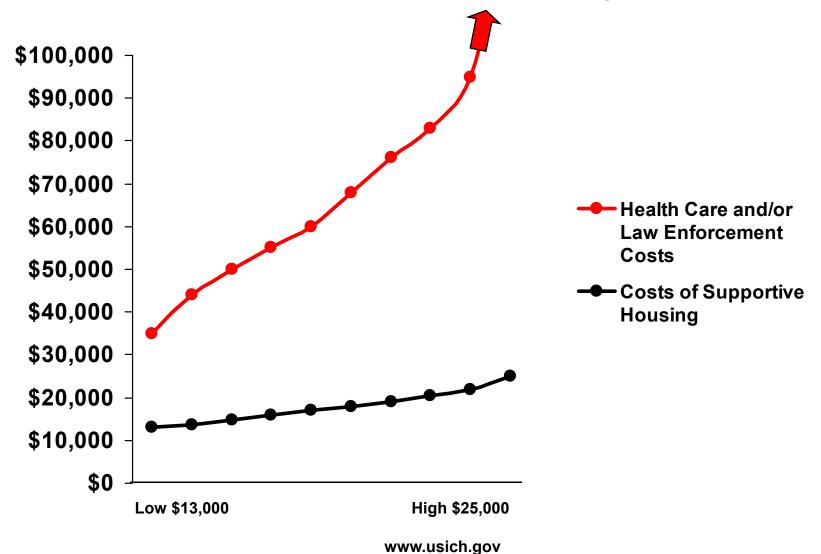
Annual cost savings per person = \$16,299

Source: Estimated cost savings following enrollment in the Community Engagement Program, Central City Concern, 2006



### **UNPRECEDENTED RESEARCH/DATA**

## Costs of Permanent Supportive Housing vs. Costs of Chronic Homelessness in Health Care and Law Enforcement Systems





### **RESULTS**



### UNPRECEDENTED RESEARCH/DATA



### Federal study cites fewer homeless

WASHINGTON — The federal government plans to release a report Wednesday that shows a national decline in the number of chronically homeless adults who live on the streets or in emergency shelters.

"These are the numbers we've been waiting to hear for a quarter of a century," says Philip Mangano, executive director of the U.S. Interagency Council on Homelessness, which coordinates federal efforts.

**USA TODAY, November 7, 2007** 



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS

## The New York Times

## AN ACCELERATING NATIONAL MOVEMENT REDUCES NUMBERS OF CHRONICALLY HOMELESS

"10-Year Plans encouraged by the Council [are] a burst of effort [that] has buoyed a field long accustomed to futility and part of an accelerating national movement that has reduced the numbers of the chronically homeless."

The New York Times, June 2006



### **UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS**



### HOMELESS IN AMERICA: CAN URBAN STREET HOMELESSNESS BE ENDED?

"Can urban street homelessness be ended? ... the Bush White House argues that the answer is yes – and is putting substantial effort and resources (over \$4 billion annually) into proving it.

The Wall Street Journal, January 18, 2007



### **UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS**

### **FORTUNE**

## METRICS OF BUSINESS IS THE LANGUAGE OF HOPE: TARGETING THE TOUGHEST CUSTOMERS OF ALL

"Here's how hard-headed business practices can help the world's wealthiest nation deal with the hard-core homeless...

"The market research is done the usual way: asking what they want. The typical response is emphatic . . . What they want is a room of their own.

"As with any business plan, a lot has to go right. But while applying the metrics of business to homelessness may sound icily clinical, ultimately this is the language of hope."

Fortune Magazine, 2006



### **UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS**

## Bloomberg.com

### DEMOCRATS SAY ADMINISTRATION PLAN OFFERS SOLUTIONS

"... A number of big-city Democratic mayors who have often been harshly critical of Bush's domestic policies [say the new approach] offers practical solutions to a problem that has vexed them for decades."

Bloomberg.com, June 15, 2006



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .

## NEW YORKER.COM

MILLION DOLLAR MURRAY: Why problems like homelessness may be easier to solve than to manage

By Malcolm Gladwell

"...enormous sums of money are already being spent on the chronically homeless, and... the kind of money it would take to solve the problem could well be less than the kind of money it took to ignore it.

"So far, the Council has convinced more than two hundred cities to radically reevaluate their policy for dealing with the homeless."

The New Yorker, February 13, 2006



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .



## STABLE HOUSING CURBS HUGE COSTS: CHRONIC HOMELESS IN INTERVENTION SPOTLIGHT

"...some researchers, government agencies, and advocates for the homeless began to take a hard look at the data... if the chronic homeless were given intensive intervention that included some form of stable, safe housing, the savings created from curbing the huge costs generated by these individuals could be used to help other homeless individuals."

**Journal of the American Medical Association, May 24/31, 2006** 



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .



### SAVE MONEY; SAVE LIVES

"The consequences of Administration efforts to date are amazing - significant percentage drops in such cities as San Francisco, Philadelphia, Miami, Dallas, Denver and Portland, Oregon . . . You save money this way, but here's the real gold: You save lives."

"President Bush, the stealth humanitarian," Scripps Howard News Services
January 9, 2007



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .

### CHRISTIAN SCIENCE MONITOR

### csmonitor.com

### **MOVING THE HOMELESS OUT OF SHELTERS, INTO HOMES:**

A new approach is being heralded not only as more successful in fighting chronic homelessness, but more cost effective

"From New York to Dallas to Seattle, cities across the country are focusing not just on emergency shelter, but on getting the homeless homes. As a result, they're seeing reductions in the numbers of chronically homeless people on their streets and in their shelters . . .

The federal government, under Mangano's leadership, is also asking for a record a \$4.4 billion dollars in 2008 to spur the development of more supportive-housing complexes. "

**Christian Science Monitor, August 2007** 



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .

## GOVERNING the resource for states and localities

### SOLVING THE TOUGHEST, MOST VISIBLE, AND COSTLY PART OF THE PROBLEM

"The mission is to cajole Governors, Mayors and County **Executives into not just embracing but owning the elusive goal** of ending chronic homelessness.

"What matters more than rhetoric and the planning is the new thinking behind it all: focusing on the toughest and most visible part of the problem — the hard-core street homeless, who cost taxpayers dearly in hospital and prison stays."

"Abolitionist Apostle: On a mission to end chronic homelessness," November 2006



#### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS

## The Washington Times

## UNDERSTANDING THE HIDDEN COSTS OF HOMELESSNESS GOOD SAMARITAN – Editorial

"Part of the rationale for these new investments was based on an enlightened understanding of the hidden costs of homelessness. But the White House also concluded that policies needed to move in a new direction."

The Washington Times, March 23, 2006



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .

CHRISTIAN SCIENCE MONITOR CSMONITOR.COM

### **EDITORIAL - DOING THE MATH TO REDUCE HOMELESSNESS**

"What cities are discovering is that it's more cost-efficient - and humane - to provide these individuals a long-term residence up front and assign them visiting case workers, rather than allowing them to rack up hefty tabs as 'frequent fliers' to city and private services."

**Christian Science Monitor Editorial, June 2006** 



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .



### SOMETHING THAT WORKS

"One factor now motivating local officials is a realization of how much the homeless are costing them . . . The important thing is that somebody has finally found something that works."

Give 'em Shelter: Good news for the homeless.

by William Tucker, July 3, 2006



### UNPRECEDENTED RESEARCH/DATA - INSIGHTS FROM COST BENEFIT ANALYSIS . . .

### **Economist.com**

### TACKLING CHRONIC HOMELESSNESS IS RIGHT APPROACH

"For once, there seems to be some unanimity of purpose between the center and the cities. The U.S. Conference of Mayors has endorsed the Ten-Year Plan, reflecting a change of emphasis at the local level, too. Cities such as Philadelphia, New York and Chicago have started to try to move their chronic homeless from shelters to supportive housing of one sort or another . . .

"...homelessness is not really one problem, but two: one brought on usually by disability, the other largely by economic misfortune. Chronic homelessness may be the right one to tackle first."

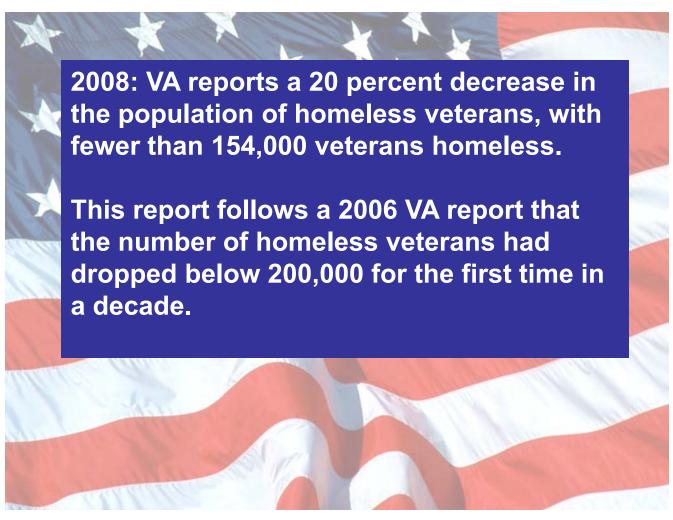
"Homelessness - Gimme a roof over my head: A huge problem with, at last, a solution?" August 2003



## RESULTS FROM FEDERAL PARTNERSHIP AND INVESTMENT



# RESULTS-ORIENTED 20% Decrease in Homeless Veterans Follows Previous Decrease





## UNPRECEDENTED NATIONAL RESULTS IN REDUCING STREET AND CHRONIC HOMELESSNESS

### 12% Decrease

in chronic homelessness across the nation

2005: 175,914

2006: 155,623

"We will continue to help the most vulnerable in our society find housing and other services as we work towards the President's goal of eliminating chronic homelessness."

White House Press Statement

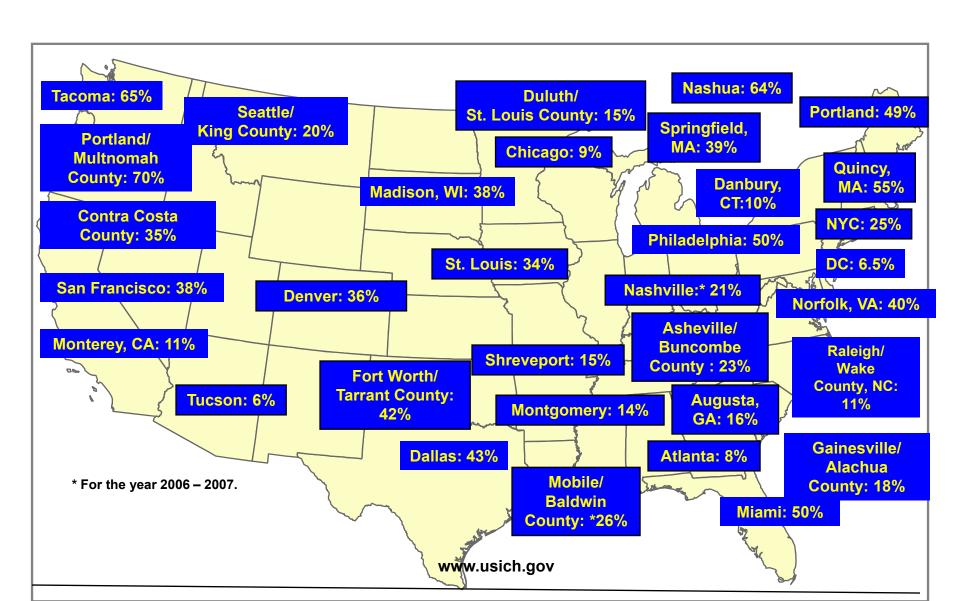
\*Local data based on reports from a single day from 3,900 cities and counties, of which more than 1,500 reported a decrease over one year.

www.usich.gov



### RESULTS IN REDUCING STREET AND CHRONIC HOMELESSNESS:

DECREASES FROM LOCALLY REPORTED DATA





www.usich.gov