DESIGNING SOLUTIONS
TO END HOMELESSNESS

Defining the Coalition's Strategic Direction and Related Actions

Executive Summary
April 2019

Lancaster County
Coalition to End Homelessness

EARLY SUCCESSES FOR THE **HOMELESSNESS COALITION**

Teaming across providers to address homelessness when it occurs

- Functional eradication of chronic and veteran homelessness
- Serving more than 4,000 individuals annually
- 10% reduction in the average length of a homeless episode
- A foundation for rapid re-housing out in place

Office for the coalition established a collective impact model

- A network of more than 150+ human and housing service providers
- Implementation of the five conditions of collective impact
- Formation of programs and partnerships in the county to address local needs

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GOOD EARLY SUCCESSES
HOWEVER CHALLENGES REMAIN

Community Needs

- Increased number of people entering the system
  - Families
  - senior population (over 60)
  - Health challenges
  - Impact of recidivism
  - Influx of refugees
- Need for local solutions throughout the county
- Insufficient low barrier emergency shelter space
- No safe haven space
- Prevention and Reoccurrence programs
- Lack of affordable housing and living wage jobs

Funding Pressures

- Reliance on HUD funding
- Rapidly declining county support
- Limited ability to take preventative actions
- Lack of funding diversity (e.g. private and corporate funding
- Uncoordinated approach for new funding sources to increase the overall pool of funds

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FRAMING UP THE
CHALLENGE STATEMENT

How might LCCEH evolve, in a sustainable way, to further engage partners and the broader community to collectively prevent individuals from becoming homeless, quickly end it and prevent it from reoccurring?

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SEEKING INSIGHTS
COLLABORATIVE IDEATION

Through a series of interviews and workshops clients, people throughout the Coalition, across-coalitions and the broader community identified root cause issues and potential solutions.

EXISTING AND FORMER CLIENTS

Families and individuals who experienced services from multiple providers

PROVIDERS & PARTNERS

ASSETS, CAP, Donegal Hub, ECHOS, Factory Ministries, Tabor, TLC, United Way, WSM, YWCA, Broader Community Partners

RELATED SYSTEMS

EMS, Healthcare, Housing, Libraries, Police, Prison, Probation, School Districts, F&M, HAAC, LTS, Millersville

COMMUNITY LEADERS

County and City Government, Faith Based, Foundations, United Way, Companies, Banks, Current and former LCCEH Board Members

OUTSIDE PERSPECTIVES

Homeless programs (US, Europe), Population Health Programs, Collective Impact Programs

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IN DESIGNING THE STRATEGY AND PROGRAMS
SIX PRINCIPLES OF PRACTICE WERE ADOPTED

ALL HOMELESSNESS: Expand services and delivery to address ALL homelessness, across the entire county

CLIENT-CENTERED: Instill a client-entered ethos to meet individual needs and bridge gaps across system silos and existing policy

HOLISTIC: Seek holistic system impact to address systemic elements with efficiency and economic proficiency

COLLABORATION: Embrace a coalition of many and move towards an integrated model with collaboration across providers and systems

DATA-BASED: Plan, operate and manage with precision with comprehensive and consistent data and evidence based decision making

COMMUNITY COMMITMENT: Foster community ownership beyond engagement to aid in delivery, increase volunteerism and attract outside funding

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NEW MISSION AND VISION STATEMENTS
EXPAND TARGET CLIENTS AND SERVICE OFFERINGS

MISSION

A sustained, safe and quality home for all who are experiencing or at risk of homelessness in Lancaster County.

VISION

Together the Coalition provides quality, personalized human and housing services for all individuals and families facing or experiencing homelessness, and ensures homelessness is rare, brief and non-recurring.

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THE COALITION'S FIVE VALUES EMPHASIZE HUMAN-CENTERED SERVICE DELIVERY

Our Values reflect who we are and what we stand for as a Coalition

Client-Centered: Place the client first; Always!   Serve people experiencing homelessness with respect and dignity and empower them to strive and reach their objectives

Bias Towards Action: Deliver collaborative initiatives through orchestrated actions that accelerate clearly defined published goals

Be Authentic: Expect open communication and transparency to foster trusting relationships and value interactions that embrace diversity of thought

Value Our People: Live a culture where our partners, employees and volunteers are encouraged and motivated to achieve excellence

Foster Community Ownership: People experiencing homelessness are valued members of our community: collectively we need to come together as good neighbors to support and empower them

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IMPROVING EXISTING HUD INITIATIVES AND
SHIFTING TO MORE FULLY ADDRESS HOMELESSNESS

1

2

3
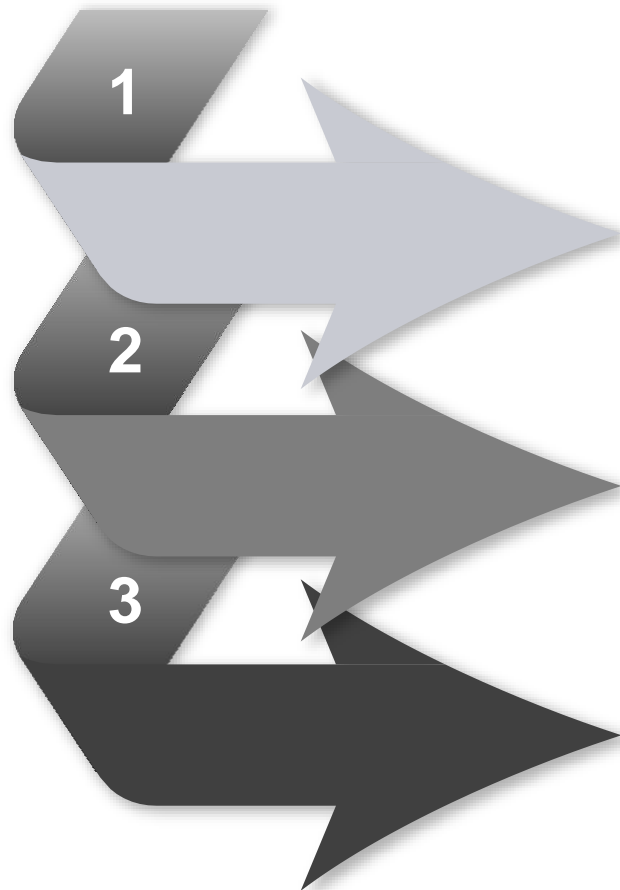
Optimize Existing Coalition Programs

- Implement operational process improvements
- Address service and location gaps
- Adopt broader Coalition structure and governance
- Align Office for Coalition with strategic priorities

Expand Coalition's Involvement Across Systems

- Explore additional HUD opportunities
- Collaborate with related systems
- Co-launch cross-system programs

Innovate Beyond Immediate Scope

- Services and offerings for prevention and reoccurrence initiatives
- Launch safe-to-fail programs as a catalyst for change

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BUILDING FOUR COMPETENCIES WILL PROPEL THE COALITIONS GOALS

Based on interviews and observations, four competencies were identified. In a series of workshops we expanded on these, identifying needs and potential solutions. The resulting ideas, combined with good and emerging practice from other collective impact programs resulted in a series of recommendations.

Guided Client-Centered Focus

Housing Solutions

Leadership and Governance

Community Commitment

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MEETING PEOPLE'S NEEDS WITH A
GUIDED CLIENT CENTERED FOCUS

PROCESS IMPROVEMENTS

- Service way-finding
- 2-1-1; CHART; VI-SPDAT
- Client satisfaction
- Empower Lancaster
- Data integration across the Coalition
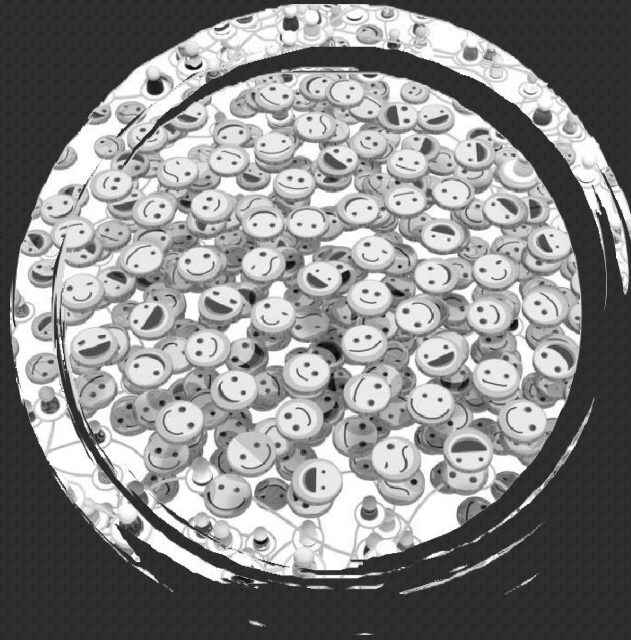
CROSS-SYSTEM TEAMING

- Prison and Parole
- Healthcare Providers
- Public Safety
- School Districts
- Trade and tertiary education
- Corporations

PREVENTION FOCUS

- Beyond the HUD definition
- Out-reach
- Guiding (at risk – stable housing)
- Match-making community support

Phase 1 Focus

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TEAM ACROSS COALITIONS TO IDENTIFY GAPS
AND PROVIDE HOUSING SOLUTIONS

EMERGENCY SHELTERS

- Known gaps in ES
  - Family shelter units
  - ES in county hubs
  - Day drop-in space
  - Low barrier access to shelter
  - Safe haven shelter
- Capacity model for ES space
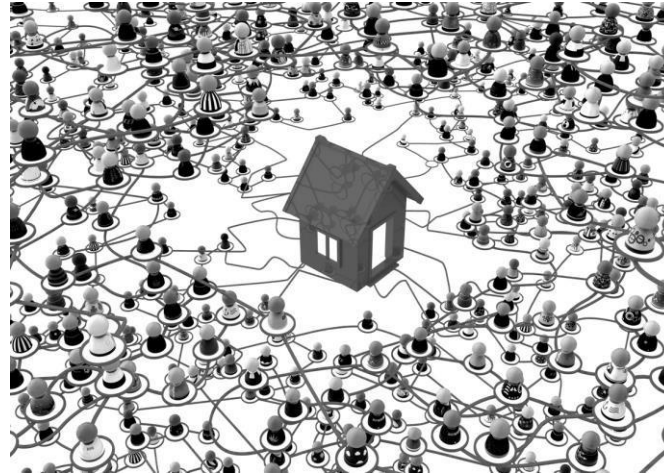
UNDER UTILIZED SPACE

- Use of existing space
  - Client housing needs by location
  - Zoning standards across the county for shared housing
  - Infrastructure assessment for affordable housing options
- Champions for homes

HOUSING SUPPORT SERVICES

- Match-making services for landlords and tenants
- Shared services for landlords (vetting, maintenance, back-office)
- Landlord association for those supporting housing for homeless
- Employer provided transportation and "subsidize" ride sharing
- Eviction and utility support services
- Open database for housing availability

Phase 1 Focus

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CLARITY AND CONSISTENCY IS **NECESSARY IN STORY TELLING TO GAIN BROADER COMMITMENT**

Phase 1:

From Partners and Providers…

- Develop a unified brand and marketing message to reflect the broader coalition focus and strategic intent

- Provide a platform for committed training across providers enabling the delivery of a consistent product to clients, regardless of provider
- Educate all stakeholders to improve the recognition of the Coalition and gain a comprehensive view of the challenges and solutions

… to the Public and Funders

- Rename and rebrand the coalition to improve public visibility and position to attract new funding sources

- Tell a compelling story that reflects the 'true' picture of homelessness and fosters community and corporate support

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STRUCTURE THE COALITION TO BE INCLUSIVE AND ALIGN FUNDING TO BOLD STRATEGIC INITIATIVES

- Refine Coalition's mission and strategy
- Create a structure for the Coalition and Office for Coalition to drive cross teaming delivery across providers
- Restructure Board inclusive of key constituents and responsible for strategic oversight, governance and funding
- Align Board skills and expertise with primary governance functions
- Set bold Coalition wide goals to drive common actions across providers
- Create governance and policy to encourage partner participation while maintaining independence and removing potential conflicts of interest
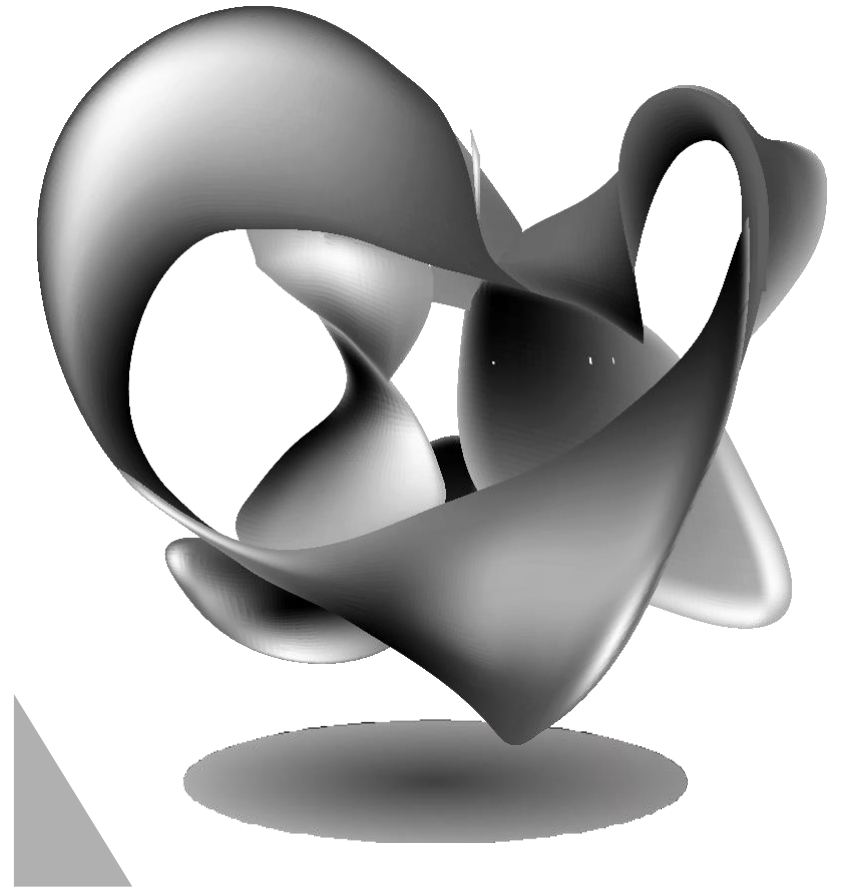- Develop a comprehensive view of funding requirements to address homelessness across provider network

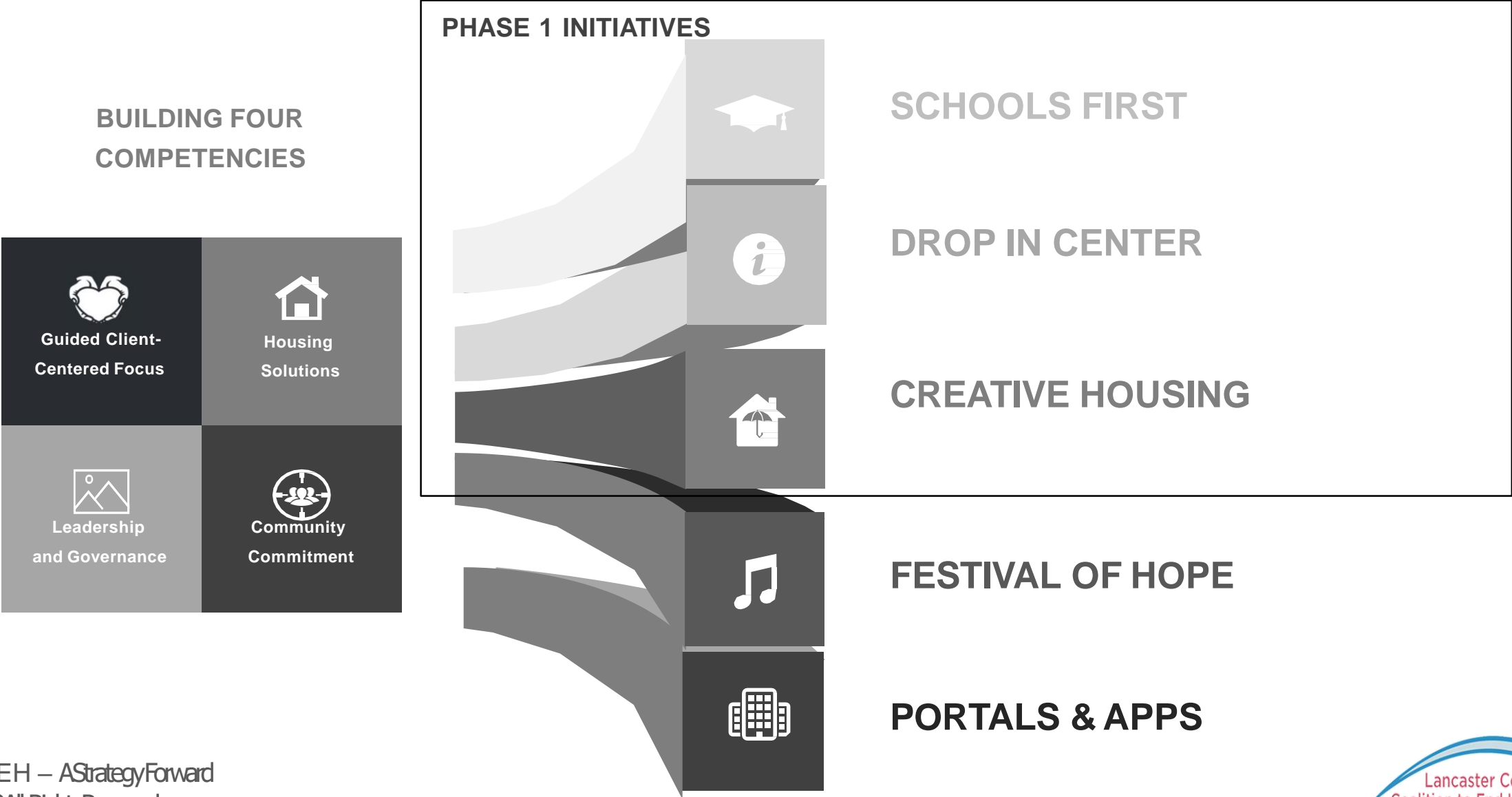Phase 1 Focus

INNOVATE ACROSS COMPETENCIES
A SAFE-TO-FAIL APPROACH

EXPLORE, PROBE, SENSE AND RESPOND

- Big ideas that transcend the four competencies

- Structured to attract funders

- Prototype and iterate

- Amplify successes and dampening failures

- Solutions evolves from the community itself rather than it being imposed

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FIVE INITIATIVES IN SAFE-TO-FAIL MODE
TO GALVANIZE COALITION PRIORITIES

BUILDING FOUR COMPETENCIES

Guided Client-Centered Focus

Housing Solutions

Leadership and Governance

Community Commitment

PHASE 1 INITIATIVES

SCHOOLS FIRST

DROP IN CENTER

CREATIVE HOUSING

FESTIVAL OF HOPE

PORTALS & APPS

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SCHOOLS FIRST: A FOCUS ON FAMILIES

THERE ARE 8X MORE HOMELESS SCHOOL KIDS THAN IDENTIFIED BY THE ANNUAL HUD COUNT

In 2017, 1,837 school kids were homeless in Lancaster County.

The a HUD defined view, 234 kids 6 -17 years old, masks the gravity of a major social issue.

50% of homeless kids are in school districts outside of Lancaster City.

3% of the student body population is impacted. Outliers include: Lancaster City – 8%; Columbia – 7%.

The number is likely 1.5X larger. The number is growing every year and across the system there is a belief it is significantly underestimated.

Data sources: 2016-2017 Pennsylvania Department of Education Reports; 2017 Homelessness PIT

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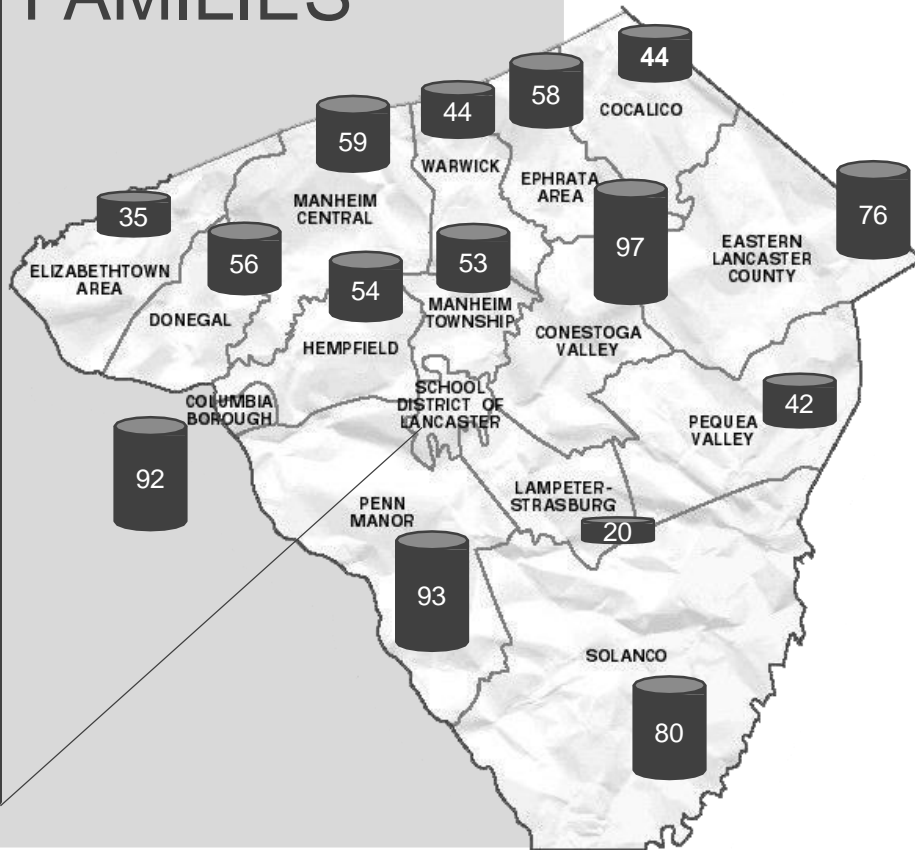
SCHOOLS FIRST JUMPSTARTS AND INTEGRATES ACROSS SYSTEMS

PHASE 1:

In six school districts, the Coalition has providers and partners in varying levels of maturity in place.

By focusing on Lancaster City, Conestoga Valley, Columbia, Donegal, Pequea Valley and Elizabethtown 68% of the homeless kids in the county would be in scope. Lessons from pilot programs would inform county-wide solutions.
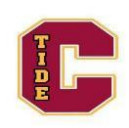
Sizing up the need
Outreach and data collection mechanisms to understand family needs to inform activities within the Coalition and across systems (schools, emergency shelters, housing, healthcare, human services)

Link to infrastructure programs
Lancaster City family shelter space and walk-in centers in each target school district

Guides to Help Families Way-Find
A team of guides partnering seamlessly with school district social workers to provide the services families require

Measuring Sensing Mechanisms
Systematic tracking of triggers that create housing vulnerability for families. A cross-system team to recommend solutions.

Technology
Shared data, services app, housing availability portal

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INCREASE THE NUMBER OF APPROPRIATE HOUSING SOLUTIONS

PHASE 1:

Emergency Shelter to Keep Families Together

A collaborative county-wide program, co-led by the Coalition to End Homelessness and the Housing Alliance to provide housing solutions.

PHASE 1 INITIATIVES

Sizing up the need and monitoring capacity

Flexible, family based emergency shelter space in the City of Lancaster and target school districts.

Champions for homes aligning business benefits with providing quality housing

Standardize zoning ordinance for City of Lancaster and municipalities to permit shared housing for unrelated people

Matchmaking and services to help people become landlords and good tenant training and support for clients.

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FULL SERVICE, HUMAN SERVICES

PHASE 1:

Drop-in Centers in Lancaster City and pilots in existing county HUBs to provide focused diverse human and housing services, beyond homelessness itself.

One-Stop-Shop to cater for a broad spectrum of client needs and provide a seamless experience

Information and Processing Center to serve, guide and respond

Learning Center for service information plus education and training

Life Services provisioning including basic health and life related services

Meals & Refuge and include necessary amenities including showers, laundry

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SHIFTING PRIORITIES AND RESOURCES
OVER THE NEXT FIVE YEARS

ALLOCATION OF RESOURCES –Time and Financial

Year 1 ⟶ Year 5

1 **Optimize Existing Coalition Programs**

60 to 70% ➤ 40 to 50%

2 **Expand Coalition's Involvement Across Systems**

15 to 25% ➤ 20 to 35%

3 **Innovate Beyond Immediate Scope**

10 to 15% ➤ 30 to 40%

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