Right-Sizing: Modeling the Ideal System

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www.focusstrategies.net
We believe the HEARTH Act and Opening Doors lead the way to finally ending homelessness.

ABOUT FOCUS STRATEGIES
No one homeless more than 30 days

RIGHT-SIZED
Interventions Modeled

• Emergency shelter – year-round
• Emergency shelter – seasonal
• Transitional housing
• Rapid Rehousing
• Permanent supportive housing
System Decisions to Right Size

• Increase exits to permanent housing
• Reduce lengths of stay
• Reduce returns to homelessness
• Shift investments to most cost-effective solutions matched to population
• Target literally homeless people, divert others
System Dynamics

- Locally controlled: Program operations and which programs are funded
- The rate of new entries to homelessness are not controllable, but can be modeled
Performance Improvement Calculator

• Excel Tool developed by Focus for the National Alliance to End Homelessness
• Uses local data to model strategies to increase the number of people who move from homelessness to permanent housing
• Results are for one year timeframe
PIC & Right-Sizing

• PIC is to model annual changes
• Can be used year after year
• Can also be used as one piece of larger effort to model population changes
• Data from sample communities; either 14 communities or 3 communities
Assumptions: Interventions

• After first change year, new entries to PSH units are chronically homeless
• Non-chronically homeless households are assigned other program types
Right-Sizing Step 1

• Changes over which locality has control or influence
  – Exits to Permanent Housing
  – Length of Stay
  – Investments
  – Returns to Homelessness
## Changing Length of Stay

<table>
<thead>
<tr>
<th></th>
<th>Current LOS</th>
<th>New LOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter (YR)</td>
<td>55</td>
<td>50</td>
</tr>
<tr>
<td>Emergency Shelter (S)</td>
<td>55</td>
<td>50</td>
</tr>
<tr>
<td>Transitional Hsg</td>
<td>288</td>
<td>228</td>
</tr>
<tr>
<td>Rapid Re-housing</td>
<td>107</td>
<td>103</td>
</tr>
</tbody>
</table>

**ALL HOUSEHOLDS**
Length of Stay

8C. Average LOS All Households

Overall ↓-15%

<table>
<thead>
<tr>
<th></th>
<th>Current LOS</th>
<th>New LOS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ES (YR)</td>
<td>55</td>
<td>50</td>
</tr>
<tr>
<td>ES (S)</td>
<td>55</td>
<td>50</td>
</tr>
<tr>
<td>TH</td>
<td>288</td>
<td>228</td>
</tr>
<tr>
<td>RR</td>
<td>107</td>
<td>103</td>
</tr>
<tr>
<td>All Programs</td>
<td>126</td>
<td>108</td>
</tr>
</tbody>
</table>

- Current LOS
- New LOS
LOS: 1 Year Impact

9C. Change in Permanent Housing Exits
All Households

<table>
<thead>
<tr>
<th></th>
<th>Current PH Exits</th>
<th>New PH Exits</th>
<th>Overall</th>
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</thead>
<tbody>
<tr>
<td>ES (YR)</td>
<td>402</td>
<td>442</td>
<td>+40</td>
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<tr>
<td>ES (S)</td>
<td>100</td>
<td>110</td>
<td>+10</td>
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<tr>
<td>TH</td>
<td>256</td>
<td>323</td>
<td>+67</td>
</tr>
<tr>
<td>RR</td>
<td>347</td>
<td>362</td>
<td>+15</td>
</tr>
<tr>
<td>All Programs</td>
<td>1,105</td>
<td>1,238</td>
<td>+133</td>
</tr>
</tbody>
</table>

Overall ↑12%
## LOS Changes: 5 Years

<table>
<thead>
<tr>
<th></th>
<th>Base Year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Shelter (YR)</td>
<td>55</td>
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<td>40</td>
<td>34</td>
<td>29</td>
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<tr>
<td>Emergency Shelter (S)</td>
<td>55</td>
<td>50</td>
<td>45</td>
<td>40</td>
<td>34</td>
<td>29</td>
</tr>
<tr>
<td>Transitional Hsg</td>
<td>288</td>
<td>228</td>
<td>167</td>
<td>122</td>
<td>122</td>
<td>122</td>
</tr>
<tr>
<td>Rapid Re-housing</td>
<td>107</td>
<td>103</td>
<td>97</td>
<td>92</td>
<td>92</td>
<td>92</td>
</tr>
</tbody>
</table>

Average LOS - All Households
LOS Changes: 5 Years

Change in Average LOS
Year 1 - Year 5

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Year 1</th>
<th>Year 5</th>
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</thead>
<tbody>
<tr>
<td>Emergency Shelter (YR)</td>
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<td>29</td>
</tr>
<tr>
<td>Emergency Shelter (S)</td>
<td>50</td>
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<tr>
<td>Transitional Housing</td>
<td>228</td>
<td>123</td>
</tr>
<tr>
<td>Rapid Re-housing</td>
<td>103</td>
<td>92</td>
</tr>
</tbody>
</table>
LOS: Impact over 5 Years

Change in Permanent Housing Exits, All Households
Year 1 - Year 5

- Emergency Shelter (YR): Year 1 - 442, Year 5 - 754, Increase of 312
- Emergency Shelter (S): Year 1 - 110, Year 5 - 190, Increase of 80
- Transitional Hsg: Year 1 - 323, Year 5 - 602, Increase of 279
- Rapid Re-housing: Year 1 - 362, Year 5 - 403, Increase of 41
- All Programs: Year 5 - 1,237,1949, Increase of 712

Year 1 vs Year 5 comparison for different programs.
Model Other Choices

- Permanent Housing Rates
- Investments
- Returns to Homelessness

Can model annually, repeat for 3-5 years
Population Flow: New Entries

- Homeless population dynamics impacted by:
  - Continual new entries
  - Practices about who has access to programs
Modeling New Entries

• In-flow of newly homeless people matches past year or two
• Programs can begin to divert people when capacity no longer needed at current level
• Programs can target more literally homeless people
New Entries into Homelessness
Base Year - Year 5

- Base Year: 216 Adult Only Households, 139 Family Households
- Year 1: 193 Adult Only Households, 109 Family Households
- Year 2: 162 Adult Only Households, 69 Family Households
- Year 3: 140 Adult Only Households, 41 Family Households
- Year 4: 128 Adult Only Households, 21 Family Households
- Year 5: 113 Adult Only Households, 24 Family Households
1 Year Reduction in Homelessness

Homeless population decreased by 21%
No one homeless more than 30 days, capacity meets the population size and allows for investment in diversion by Year 5.
Year 5 Capacity & Population

Right Sizing Over Five Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Existing Population</th>
<th>New Entries</th>
<th>Diversion Slots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>2,113</td>
<td>299</td>
<td>1,650</td>
</tr>
<tr>
<td>Year 2</td>
<td>1,650</td>
<td>558</td>
<td>216</td>
</tr>
<tr>
<td>Year 3</td>
<td>1,278</td>
<td>154</td>
<td>1,596</td>
</tr>
<tr>
<td>Year 4</td>
<td>975</td>
<td>122</td>
<td>1,349</td>
</tr>
<tr>
<td>Year 5</td>
<td>737</td>
<td>93</td>
<td>1,336</td>
</tr>
</tbody>
</table>
Conclusions

• Changes made over multiple years can get to goal – 3-5 years to right-size
• The outcome of each funding and program decision matters
Reframing homeless programs

HOUSING CRISIS RESOLUTION SYSTEM