Progress on Homelessness:

Implementation of Recommendations from the National Alliance to End Homelessness

Joint Meeting: December 4, 2023
Asheville City Council and Buncombe County Board of Commissioners

Agenda Overview

- Background
  - National Alliance to End Homelessness (NAEH): comprehensive recommendations delivered on January 26, 2023
    - Anchored in Continuum of Care framework
- Key progress on implementation in all 5 NAEH strategies, including:
  - Rebuilding the Continuum of Care
  - Training, outreach and encampments, coordinated entry
  - Engaging people with lived experience of homelessness
  - Shelter expansion: immediate and long-term
  - Data improvements
  - Permanent housing expansion
- Next steps and discussion

Background: Pandemic and NAEH

- Pandemic resulted in significant increase in unsheltered homelessness
  - Services decreased, need increased
  - Rental housing costs rose 41.7% from 2020 to 2022
- Dogwood Health Trust funded NAEH to conduct a needs assessment and provide recommendations to our community to improve response
- Recommendations were anchored in the Continuum of Care (CoC) structure
  - Communities that responded most effectively to homelessness during the pandemic had well-developed CoCs
  - Pandemic exposed pre-existing problems in our CoC's structure

Background: Continuum of Care

- Because responding to homelessness requires many independent organizations and systems to work together, the US Department of Housing and Urban Development (HUD) designed the **Continuum of Care** program as a framework for collaboration, system development, and decision making
- **A Continuum of Care (CoC) is a local planning body within a defined geographic area and a way of organizing stakeholders to work together**
- Through the CoC program, communities are eligible for federal funding for homeless/housing programs, but the **CoC's primary goal is local collaboration**
  - $2M annually for Asheville-Buncombe (currently funds housing programs at Helpmate and Homeward Bound and data collection through HMIS)

Background: Continuum of Care

CoCs have 3 components:

- **CoC Membership**: large body of stakeholders aligned to understand and take action on homelessness
  - *Never formalized in our community*
- **CoC Board**: leadership body governing the CoC with strategic direction, policy, and resource allocation
  - *Homeless Initiative Advisory Committee (HIAC), jointly appointed by City Council and County Commission*
- **CoC Lead Agency**: entity designated by the CoC Board to provide infrastructure and support
  - *City of Asheville (Homeless Strategy Division - formed summer 2022)*

Background: Continuum of Care

A high-performing CoC is an ecosystem of homelessness response
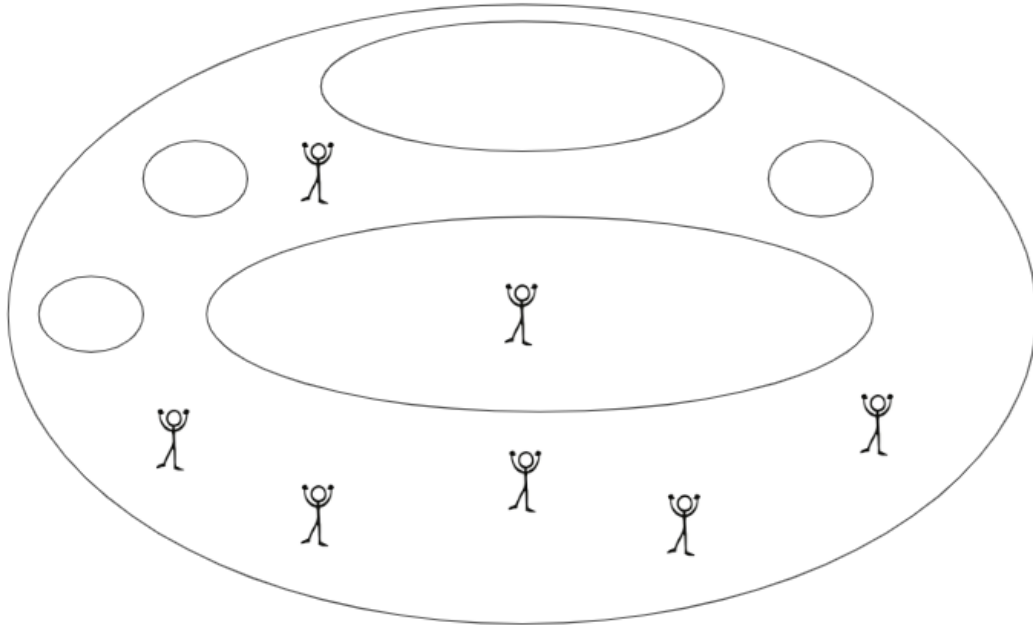
- ✓ Centers people experiencing homelessness
- ✓ Surrounds them with mix of services coordinated into a system
- ✓ Services are shaped by committees of experts who develop and evaluate the system
- ✓ Committees are appointed by a board based on the strategy it sets
- ✓ Board is elected by stakeholders who participate throughout
- ✓ Lead Agency supports infrastructure throughout

Background: Continuum of Care

Goal of a CoC is to develop, oversee, evaluate, and evolve a system of care that's effective at ending individual occurrences of homelessness

- Similar to a healthcare system

- Will be needed long-term, just like a healthcare system
  - **Goal isn't to end homelessness, but to build a system that ends individual occurrences of homelessness effectively**

NAEH Recommendations

5 Strategies with 112 Action Steps

1. Create a Strong Foundation: Support Systems-Level Planning and Coordination

2. Implement Evidence-Based and Inclusive Policy: Create an Equitable, Person-Centered Homeless Response System

3. Improve System Performance Through Program Design: Decrease Inflow and Increase Outflow in the Homelessness System

4. Improve Data Quality and Reporting: Improve Data Quality, Increase HMIS Coverage, and Report System Performance

5. Invest in the Future: Increase the Production of/Access to Permanent Housing Solutions

Implementation

- As the current CoC Board, HIAC has led implementation:
  - Adopted the recommended goal of decreasing unsheltered homelessness by 50% by the 2025 Point-in-Time Count
  - Adopted the identified community values
  - Prioritized recommendations for 2023 focus areas
  - Established Work Groups to implement prioritized recommendations
- Widespread engagement in many concurrent efforts
  - 36 Work Group members contributed over 5,600 combined hours
  - Many service provider staff participated in planning and coordination meetings
  - Catalyzed community action

Questions and Discussion

Key Progress on Implementation

Strategy #1:

Create a Strong Foundation:
Support Systems-Level Planning and Coordination

Emily Ball, City of Asheville Homeless Strategy Division Manager

Create a Foundation #1: Key Takeaways

- **Restructuring our CoC was the #1 priority** identified by NAEH and has been a primary focus of implementation efforts

- Almost all Strategy #1 recommendations are either completed or addressed by the new CoC charter and process underway

- **Critical to invest in this strategy now**, as many recommendations in the other 4 strategies are contingent on this structure development

- Progress takes widespread participation, and our community is engaged with great momentum. **CoCs are participatory bodies and can only be as effective as the quantity and quality of participation**

Create a Foundation #1: Status

8 Priorities; 32 Action Steps

- 10 Short Term Steps
  - 9 have been accomplished
- 22 Medium Term Steps
  - 4 have been accomplished
  - 13 are in progress
- 0 Long Term Steps

#1 Recommendation

Improve system governance by creating and implementing a new CoC structure to guide community-wide planning to reduce and end homelessness. This structure includes collaborative partners, systems of care, and people with lived experience.

Create a Foundation #1: CoC Assessment

- Historically, our CoC's structure hasn't facilitated strong results:
  - Lacked shared, transparent decision-making, so lacked shared responsibility and accountability
  - Unclear who's doing what, how to participate, who has power, what our outcomes are, where our opportunities are
  - Not enough seats at the table, not clear what the table was for
- Lack of understanding about what the CoC is intended to be:
  - The Continuum of Care is the ecosystem of our collective response to homelessness. It is not a standalone organization or operator, but is a **formal and collaborative planning body** with administrative support from a Lead Agency.

Create a Foundation #1: Process and Goal

- HIAC established a Governance Work Group to draft a new CoC charter to:
  - Establish a framework for shared transparent decision-making, responsibility, and accountability
  - Clearly define scope, function, and processes of the CoC
  - Establish roles and responsibilities of the CoC Membership, Board, Committees, Lead Agency, and Homeless Management Information System (HMIS) Lead
- Current CoC has never had a charter

Create a Foundation #1: CoC Charter

Charter fulfills or creates pathway to fulfill each recommendation in Strategy #1:

- Restructure the CoC Board (not situated under City or County) with clear decision-making ability
- Identify new board members
- Establish membership base where members can vote and serve on committees
- Clarify roles
- Identify responsibilities
- Form subcommittees
- Develop funding strategy
- Ensure equity, transparency, accountability
- Build system and provider capacity

Create a Foundation #1: CoC Charter

Charter fulfills or creates pathway to fulfill each recommendation in Strategy #1:

- Develop written process outlining how decisions are made, by whom, and how the community is engaged
- City should support strategies with its resources, provide administrative support to the CoC, continue as Lead Agency
- County should support strategies with its resources, hire Homeless Coordinator, deploy safety net resources through the CoC
- Service providers, people with lived experience, private sector funders, community advocates should engage and align

Create a Foundation #1: Impact

- Dense content, but represents a **pivotal shift in homelessness response**
- Essential to build a strong foundation so all other efforts can be maximized
- Communities that have strong CoCs have demonstrated strong outcomes

One of Houston's most important innovations was to establish Coalition for the Homeless there as an independent, outside agency to coordinate 100 nonprofits, so that they could all address homelessness under the umbrella of an effort called The Way Home. In other cities, organizations are well meaning but scattered, so one homeless person may have contact with three nonprofits while another has contact with none — and these initiatives may not be tightly focused on getting a roof over someone's head.

New York Times 11/22/23

Governance Work Group
Lance Crawford, Chair
Vice Chair, HIAC
Director of Workforce Development,
Goodwill

Create a Foundation #1: Process

- Governance Work Group of HIAC established in February
  - *HIAC*: Lance Crawford, Elvia Diaz, Rick Freeman, Jen Teague, Lacy Hoyle
  - *Homeless Coalition*: Kerri Thomason
  - *Community Representative*: Tom Kirchgasser
  - *Buncombe County*: Matt Cable
  - *City Staff Liaison*: Emily Ball
  - *City Council Liaison*: Kim Roney
- Reviewed CoC structures recommended by NAEH in Spokane, San Diego, and Houston
- Worked with Technical Assistance from HUD on best practices in effective CoCs

Create a Foundation #1: New CoC Charter

- Governance Work Group developed new charter that was endorsed by HIAC on October 12, 2023
- To be implemented, the charter must first be formally adopted by the full membership of the Continuum of Care
- To be formally adopted, we must first establish the full membership of the Continuum of Care

Create a Foundation #1: New CoC Charter

- Purpose:
  - *The Governance Charter sets out the composition, roles, responsibilities, and structure for our local Continuum of Care known as the NC-501 Asheville-Buncombe Continuum of Care.* ***The CoC is the collaborative planning body responsible for developing and overseeing a comprehensive and well-coordinated system of effective services designed to quickly resolve occurrences of homelessness*** *in Asheville and Buncombe County.*
- Describes governance of the ecosystem of homelessness response
- Anchored in community values identified by NAEH and adopted by HIAC

Create a Foundation #1: CoC Membership

- Inclusive and diverse body of **stakeholders working together** to strategically and effectively respond to homelessness
- **Open to any individual or organization** with an interest in understanding homelessness and taking action to address it by contributing to CoC goals
- Members' **rights and responsibilities** include:
  - Vote to initially adopt the charter and vote on future charter changes
  - Vote on board membership
  - Eligibility to serve on board, committees, and Work Groups
- Member organizations eligible to apply for CoC and ESG funds ($2M/year), and any other funding managed by the CoC; have HMIS fees covered; and request a letter of support from the board

Create a Foundation #1: CoC Board

- **Decision-making body for the CoC** with responsibility to:
    - Set strategy and priorities for the CoC
    - Adopt policies, including standards of care
    - Allocate resources managed by the CoC
    - Establish committees and appoint CoC members to serve
    - Designate the Lead Agency and HMIS Lead and manage a Memorandum of Understanding with each
- Representative subset of the full CoC membership
- Intended to convene leadership of cross-sector systems of care
- Focused on system development and governance
- Board composed of **people with fiscal and program authority** over their respective organizations

Create a Foundation #1: CoC Board

Representative Seats: Elected by CoC Membership

- Subject Matter Experts with Lived Experience of Homelessness (2)
- Healthcare System (1)
- Behavioral Healthcare System (1)
- Local Non-Governmental Funder (1)
- Unsheltered Service Provider (1)
- Interim Housing Service Provider (1)
- Permanent Housing Provider (1)
- Business Community (1)
- Faith Community (1)
- Community Member (2)
- Supportive Provider Network (1)

Create a Foundation #1: CoC Board

Appointed Seats: Staff Designated by Organization

- Housing Authority of the City of Asheville
- Buncombe County
- City of Asheville
- Veterans Administration

Non-Voting Liaisons

- Buncombe County Commissioner
- City of Asheville Council Member

Create a Foundation #1: CoC Committees

- Board creates committees and appoints CoC members to serve as voting members
  - All committees include members with lived experience
  - Lead Agency staffs all committees
- Committees will be **instrumental in engaging community expertise** to advance system development and improve outcomes
- **Committees will have key roles in implementing NAEH recommendations**
- Standing committees established by the charter are:
  - System Performance
  - System Planning and Implementation
  - Funding
  - Community Relations
  - Nominating and Membership

Create a Foundation #1: Lead Agency

- Lead Agency provides strategic and administrative support, assists the CoC in fulfilling regulatory responsibilities, and serves as the designated Collaborative Applicant to submit the CoC's annual application for federal funding for homeless and housing projects
- Lead Agency responsibilities and an assessment process will be documented in a Memorandum of Understanding with the CoC. Responsibilities include:
  - Facilitating annual federal funding processes
  - Proposing charter amendments to ensure HUD compliance
  - Supporting the CoC membership, board, and committees through providing orientation, drafting/publishing meeting materials, and managing communications
- Charter continues designation of the City of Asheville (Homeless Strategy Division) as Lead Agency to be reviewed within 3 years of charter adoption

Create a Foundation #1: HMIS Lead

- HMIS Lead operates the HMIS on the CoC's behalf
- HMIS Lead responsibilities and an assessment process will be documented in a Memorandum of Understanding with the CoC
- Responsibilities include:
  - Maintaining the HMIS in compliance with HUD standards
  - Coordinating all related activities, including training, maintenance, and technical assistance
  - Supporting privacy, security, and data quality plans for the HMIS
  - Reporting on HMIS participation to the CoC
- Charter continues designation of the City of Asheville (Homeless Strategy Division) as HMIS Lead to be reviewed within 3 years of charter adoption

Create a Foundation #1: Process/Timeline

- Governance Work Group has evolved into the Nominating and Membership Committee as described in the charter
- **Phase One: Build the CoC Membership**
  - Membership development underway <u>now</u> and open to any individual or organization in Buncombe County with an interest in understanding homelessness and taking action to address it
  - Goal is widespread participation
  - Membership forms posted on City's Homeless Strategy Division website and distributed widely in paper and electronic formats
    - Will be submitted to City's Homeless Strategy Division and reviewed by the Nominating and Membership Committee

Create a Foundation #1: Process/Timeline

Phase One: Build the CoC Membership (continued)

- New members invited to **share feedback on the charter** prior to adoption and to attend orientation prior to first full membership meeting
- **First full membership meeting will occur in early 2024** focused on charter adoption
  - Feedback received during membership drive will be reviewed and incorporated by the Nominating and Membership Committee into a final version to be presented to HIAC. The HIAC-endorsed final charter will be presented to the full membership to vote on adoption at its first meeting.
- Once charter is adopted, the process to seat the first board will begin as described in adopted charter, including an open call for applications and nominations

Create a Foundation #1: Process/Timeline

Phase Two: Establish the CoC Board

- Second full membership meeting will elect the new board
- New board will
  - Participate in CoC board training
  - Develop strategy and priorities
    - Will **lead prioritization of NAEH recommendations** for next phase of implementation
  - Appoint CoC members to committees based on specific skills and expertise
  - Establish additional committees as needed

Create a Foundation #1: Next Steps

- City/County
  - **Route all homelessness efforts and resources through the CoC**, rather than operating independently
  - Appoint senior leaders with fiscal and program authority to designated board seats
  - Make staff available to participate in committees and Work Groups based on their specific skills and expertise
  - Engage senior leaders at partner systems of care in board participation
  - Dissolve HIAC once new board is established
  - Continue to invest in staff capacity to advance progress
- Community
  - **Become a member of the CoC**

Questions and Discussion

Strategy #2:
Implement Evidence-Based and Inclusive Policy:
Create an Equitable, Person-Centered Homeless Response System

Emily Ball, City of Asheville Homeless Strategy Division Manager

Create a System #2: Key Takeaways

- Capacity building has begun through **many concurrent efforts** across the system and community
  - Have historically underinvested in capacity building; will take time to catch up and will be ongoing
  - **Takes capacity to build capacity**: requires buy-in and investments of time for staff, providers, and community
- Getting the **right person to the right seat at the table** is important for working with greatest impact
  - New CoC structure will help shape this

Create a System #2: Status

5 Priorities; 17 Action Steps

- 5 Short Term Steps
  - 2 have been accomplished
  - 1 is in progress
- 10 Medium Term Steps
  - 3 have been accomplished
  - 1 is in progress
- 2 Long Term Steps
  - None yet started

Create a System #2: Training

Recommendation: *Establish a housing-focused system-wide orientation*

- NAEH recommendations specify Housing First
- Housing First is an evidence-based practice that works, as do other approaches
  - Many pathways to exit homelessness
  - Divisiveness is a distraction from our collective goal
  - All pathways are valuable and needed: homeless population is diverse, and diverse interventions **aligned in a common direction of housing and stability** and available for client choice will achieve best outcomes

Create a System #2: Training

Recommendation: *Establish a housing-focused system-wide orientation*

- Housing First training (NAEH)
- Housing First Community of Practice
- Training under development on pathways to housing
- Homelessness Learning Series

Create a System #2: Learning Series

- Goal is basic, introductory information for the wider community on homelessness through a CoC lens
- 3-part series recurring monthly
  - ✓ Issue of homelessness (who, why, scale)
  - ✓ Response to homelessness (CoC, system, interventions)
  - ✓ Personal action steps (opportunities to engage with service providers)
- Rotating days, times, locations to encourage participation
- Anticipate integrating with Community Relations committee
- 174 participants in October and November series
- Registration: https://publicinput.com/r0686

Create a System #2: Training

Recommendation: *Implement cross-system training in best practices*

- Goal: coordinate, promote, and/or deliver training to expand knowledge, skills, and capacity across the community
- Will solidify annual training plan over time and with CoC

  - Recurring opportunities to help onboard new staff

Create a System #2: Training

2023 Training	Facilitator
Coordinated Entry Core Elements	Debbie Alford
Housing First	NAEH
Domestic Violence and Impact on Families	Helpmate
Tenant Rights and Lease Compliance	Thrive/Pisgah Legal Services
Understanding Youth Homelessness	Debbie Alford
Case Manager/Landlord Communication	Thrive
Workforce Development and Legal Services	Goodwill/Pisgah Legal Services
Accessing Mainstream Benefits and Substance Use Services	Buncombe County
Toolkit for Thriving: Self-Care for Direct Service Staff	Debbie Alford/City Equity & Inclusion

Create a System #2: Training

2024 Training Plans	
Coordinated Entry	Exit Planning
Fair Housing	Population specific trainings (e.g. older adults)
Mental Health and Services	Substance Use and Services
Cultural Humility	Trauma Informed Care
Legal Rights	Employment Support
Harm Reduction	HUD's Equal Access Rule
Violence Against Women Act	Best Practices in Case Management
Diversion	SOAR

Create a System #2: Lived Experience

Recommendation: *Integrate people with lived experience of homelessness in system and program level decision-making, service delivery, and system policy. Provide compensation.*

- [Meaningful participation](#) on HIAC and in all Work Groups
- New CoC charter designates board seats and requires inclusion in all committees and Work Groups
- Compensation source and structure not currently identified; staff developing framework for consideration of new CoC board

Create a System #2: Encampment Resolution

Recommendation: *Implement an encampment resolution policy and strategy that reduces negative impacts and enforcement and increases engagement*

- HIAC Outreach and Encampment Response Work Group reviewed local practices and drafted considerations
  - Group composition lacked decision-making authority
  - New charter is clearer about committee appointments
- Staff will follow up on next steps
- Complex issue; relates directly to building service capacity to provide engagement and alternatives

Create a System #2: Access to Services

Recommendation: *Have a clear and transparent written process of how to access homeless services on the CoC website*

- Continues to be a complex web to navigate
- HIAC Coordinated Entry Work Group working on access points
- County staff developing interactive map of services to be available online

Questions and Discussion

Strategy #3:

Improve System Performance Through Program Design

Decrease Inflow and Increase Outflow in the Homelessness System

Lacy Hoyle, Buncombe County Homelessness Program Manager

System Performance #3: Key Takeaways

- Further system performance progress is contingent on adoption of the new CoC structure
- A number of system performance steps are in early planning phases
- County and City funded increased shelter capacity through 12/24
- Shelter Team is undertaking planning process to seek to determine how to increase shelter capacity beyond 12/24
- CoC Board/HIAC will likely need to seek City and County support for shelter expansion

System Performance #3: Status

10 Priorities; 40 Action Steps

- 11 Short Term Steps
  - 2 Next Steps Identified
  - 4 In Process
  - 2 Ongoing
- 1 Short to Medium Term Step
  - 1 In Process
- 25 Medium Term Steps
  - 1 Nearing Completion
  - 11 Next Steps Identified
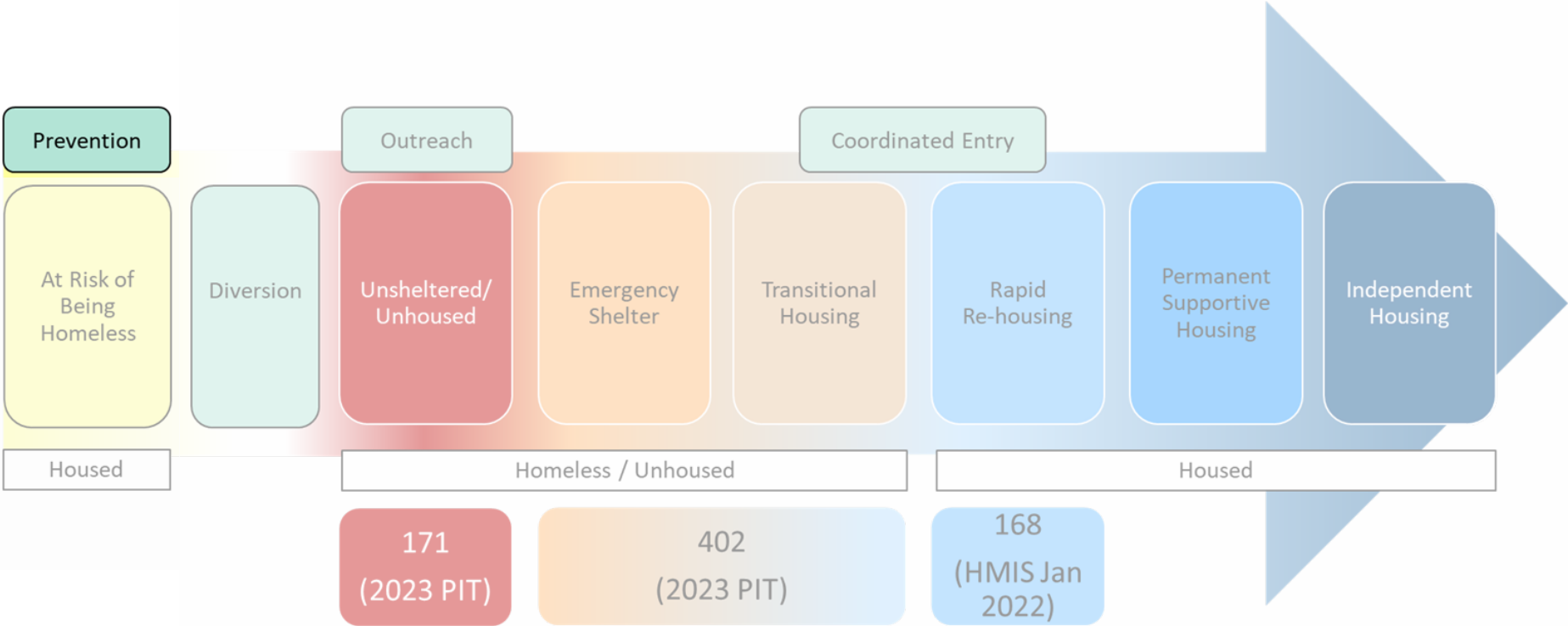 - 7 In process
  - 3 Ongoing
- 3 Long Term Steps

System Performance #3: The Continuum
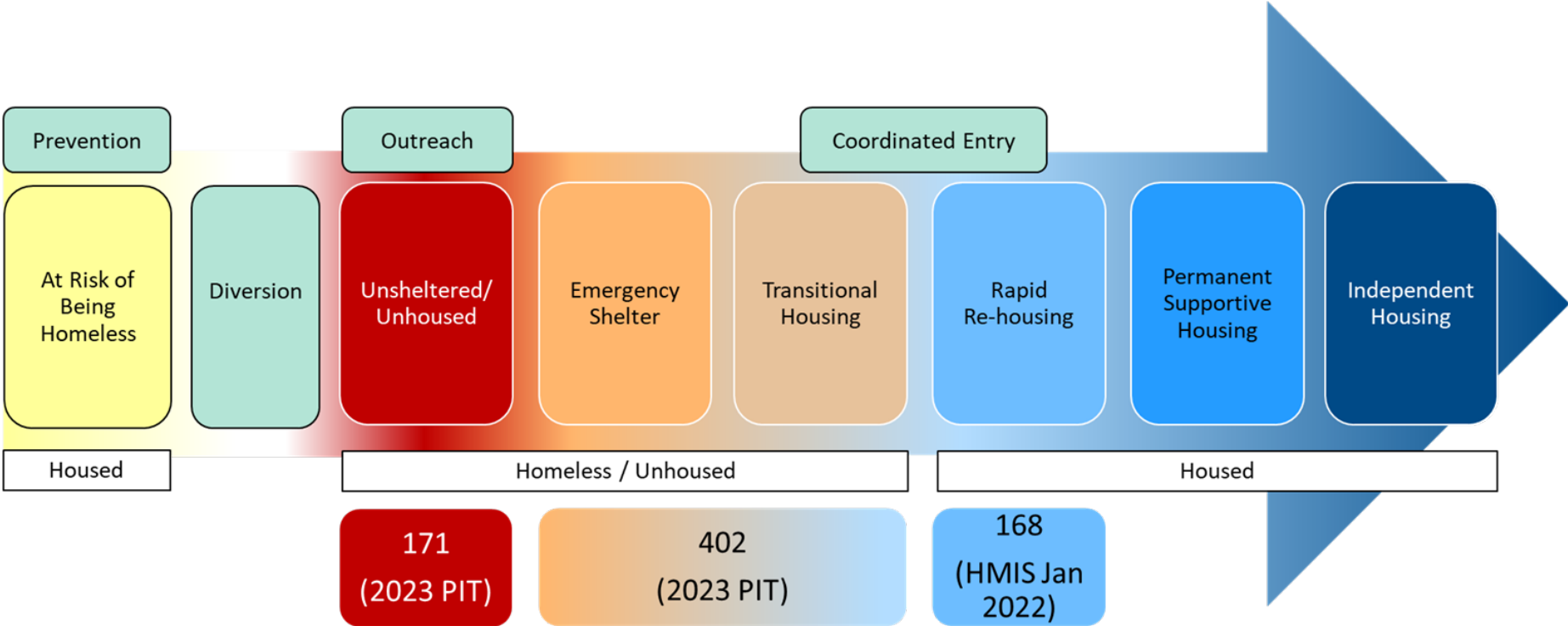
PIT = Point in Time Count

System Performance #3: Prevention

System Performance #3: Prevention

Recommendation: *Align current homelessness prevention activities with best practices and utilize data to target most vulnerable households.*
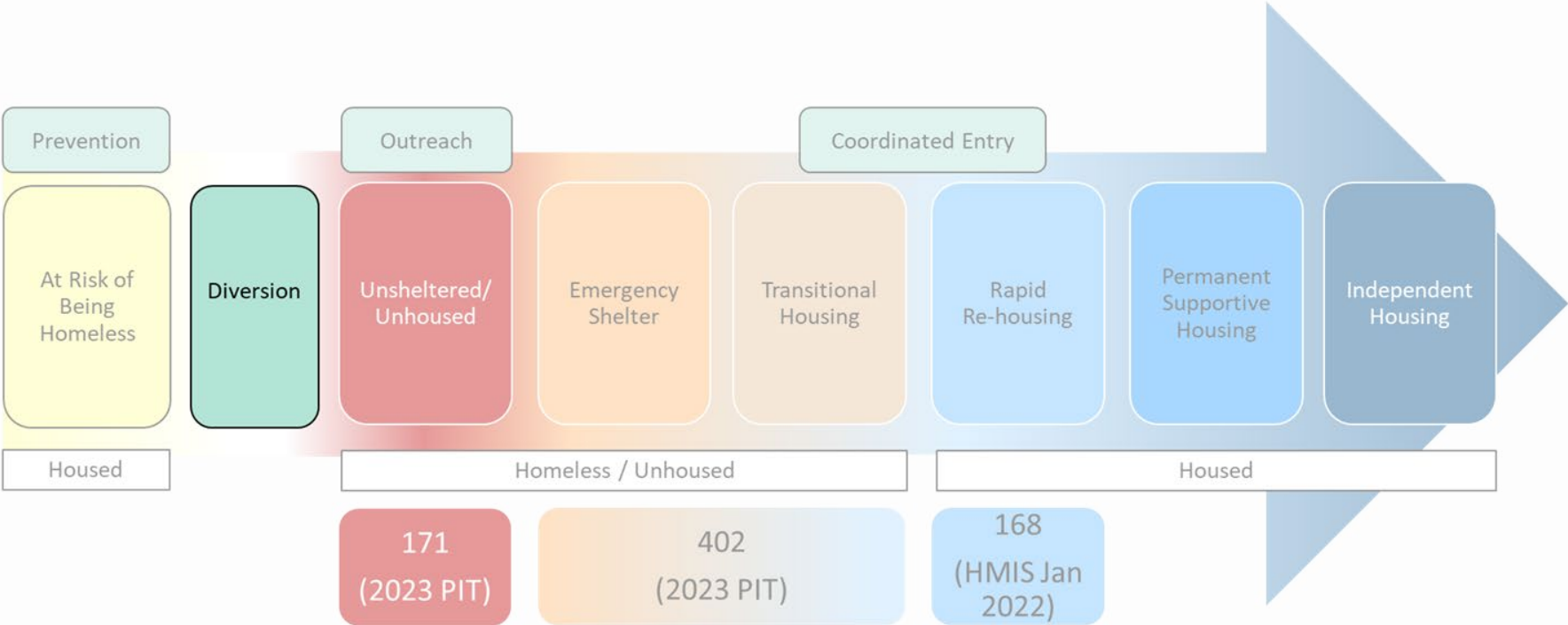
Steps:

- Develop written standards and best practices
- Identify partners and funding opportunities
- Track performance
- Offer prevention training

Progress:

- System Leaders Meeting
- System Performance Committee forming early 2024

System Performance #3: Diversion

System Performance #3: Diversion

Recommendation: *Align current diversion activities with best practices and increase diversion interventions each year.*
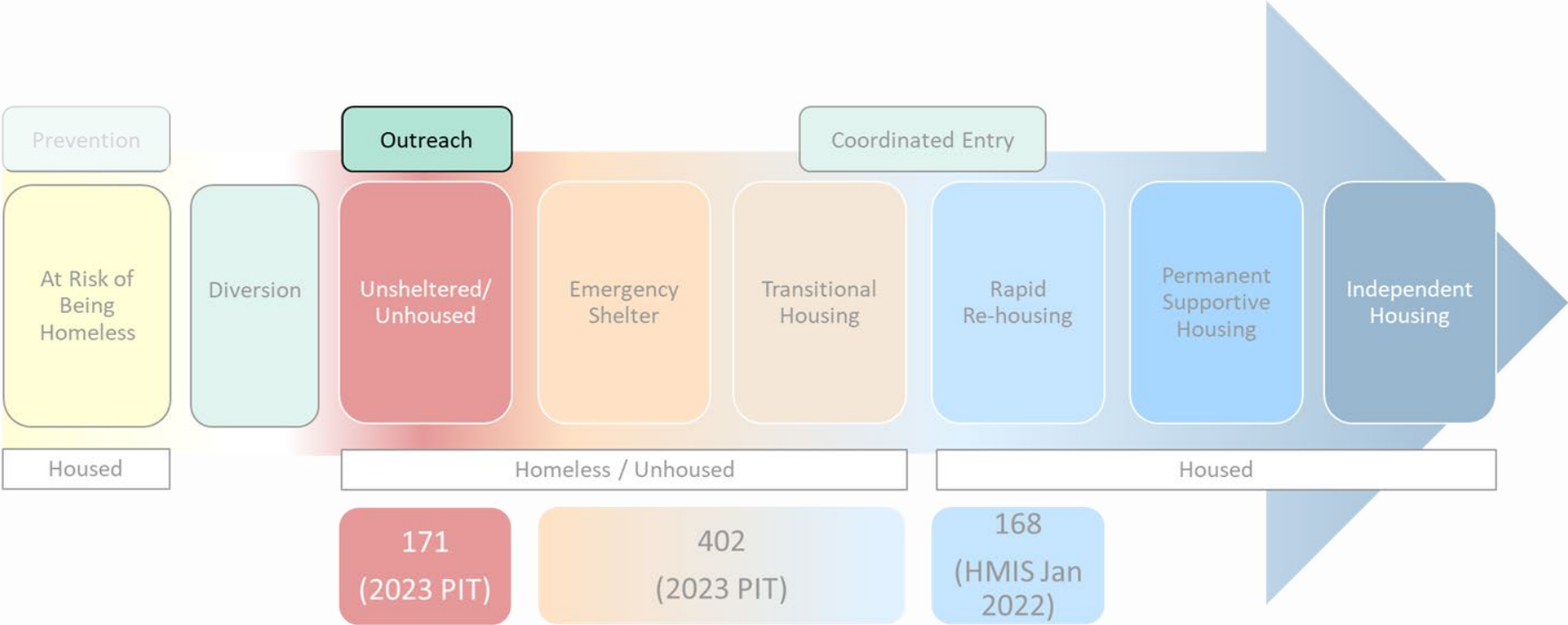
Steps:

- Develop written standards and best practices
- Identify partners and funding opportunities
- Track performance
- Offer diversion training

Progress:

- System Leaders Meeting
- System Performance Committee forming early 2024
- Diversion Training slated for 2024

System Performance #3: Outreach

System Performance #3: Outreach

Recommendation: *Build the capacity of street outreach to ensure a multi-disciplinary approach to meet the needs of people experiencing homelessness.*
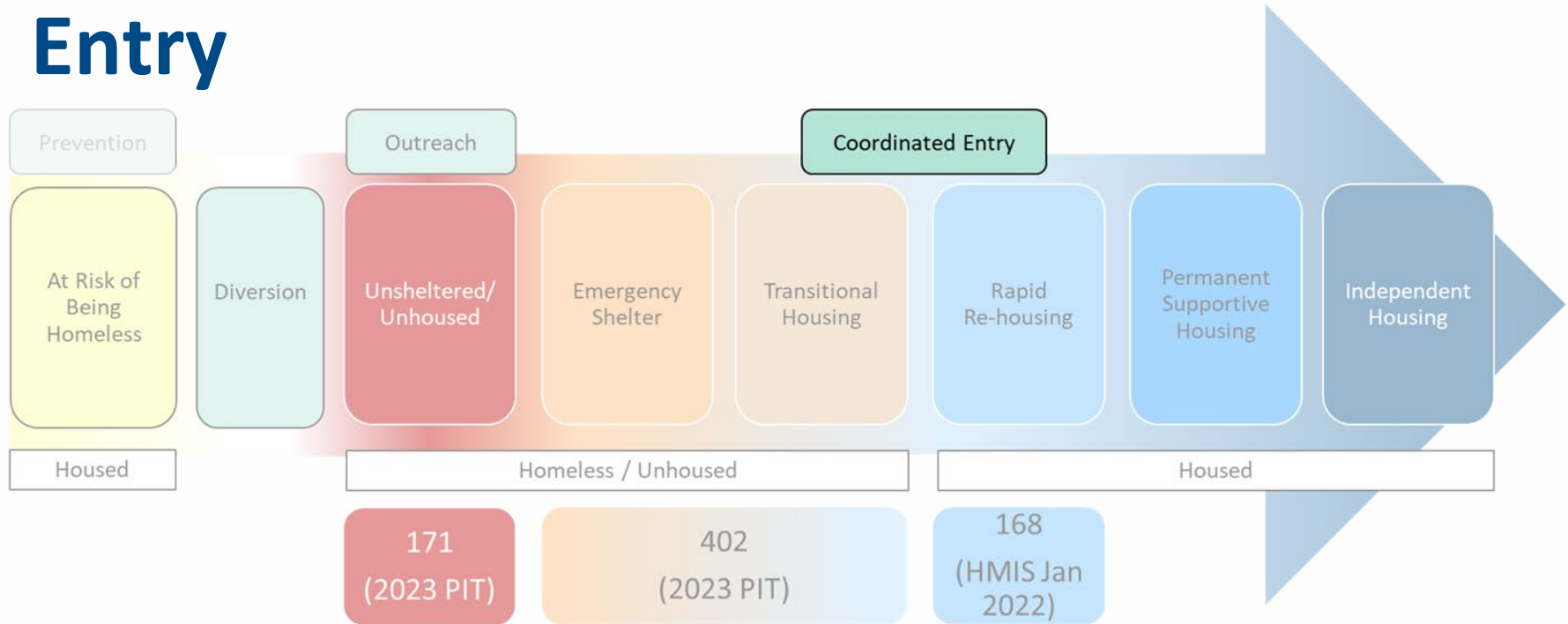
Steps:

- Identify and procure training for street outreach staff
- Establish work group to create standards for new multidisciplinary outreach team using new dedicated funding or coordinating existing outreach efforts
- Create coordinated outreach strategy

Progress:

- Outreach providers meet weekly to coordinate multidisciplinary efforts
- Expansion of Community Responders
- Increase provider coordination (Medical, Behavioral Health, Community Paramedics)

System Performance #3: Coordinated Entry

System Performance #3: Coordinated Entry

**Recommendation:** *Begin implementation of system improvements to the CoC and Coordinated Entry systems.*

Steps:

- Create a coordinated entry group

Progress:

- Formed Coordinated Entry Work Group
  - Reviewed best practices/facilitated bringing CoC in alignment with processes
  - Recommended process revisions to better prioritize individuals fleeing intimate partner violence
- Working on a Community By Name List

System Performance #3: Shelter
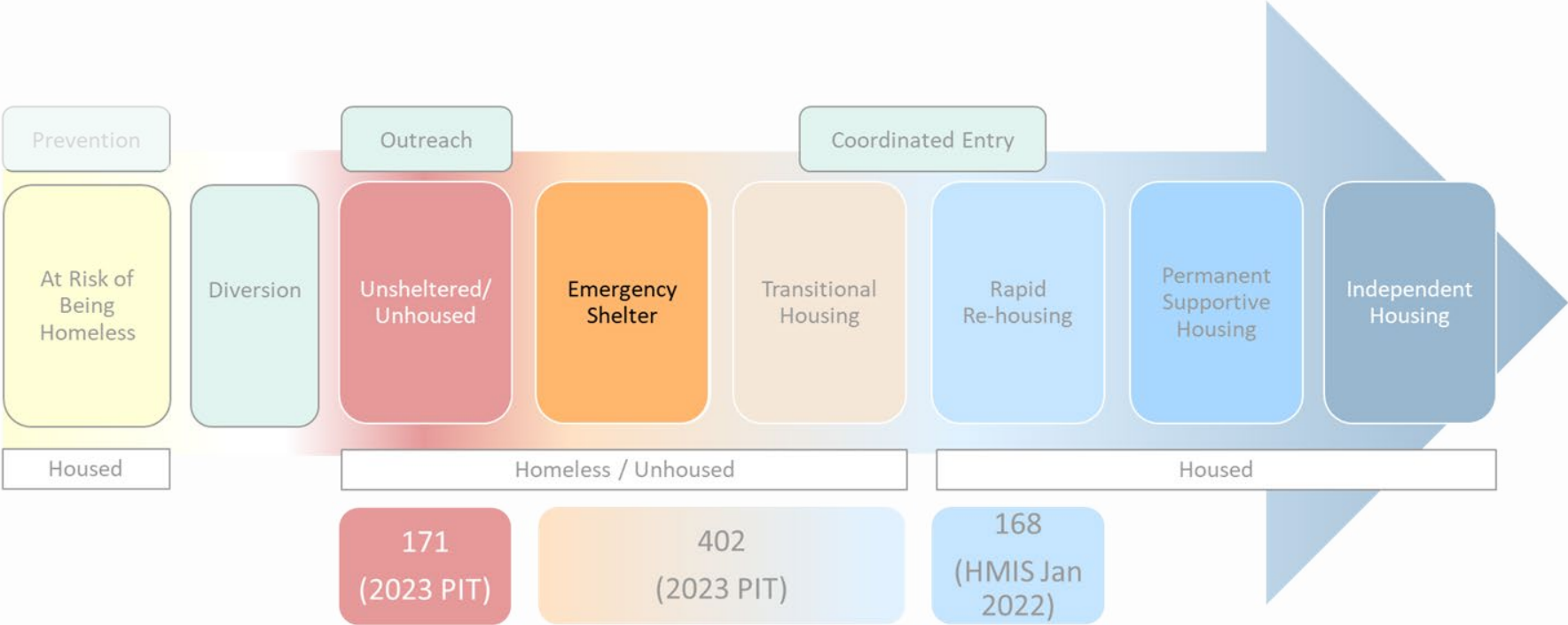
System Performance #3: Shelter

Recommendation: *Increase crisis response capacity to meet 30% of the immediate problem solving/shelter needs of unsheltered homelessness.*

Implement <u>newly funded effective shelter bed capacity by 30%</u>. Identify <u>non-congregate site(s)</u> which would significantly improve the number of people accepting shelter placement. Refer to shelter inventory to see the list of current shelter beds. This <u>should happen in conjunction with retooling existing shelter options</u> to be effective.*

* Effective shelters embrace a Housing First approach, implements safe and appropriate diversion, offers immediate and low-barrier access to anyone facing a housing crisis, measure shelter performance in order to improve results, practice cultural humility and inclusion, and follow HUD's Equal Access Rule.

System Performance #3: Shelter

Progress:

- County/City funded 43 expansion beds and 45 existing beds through 12/24

Beds	NAEH Recommended Bed Expansions	Funded	Balance of Need
Single	60	30	30
Enhanced	25	3	22
Family	10	10	0
Total	**95**	**43**	**52**

- Study recommended a low-barrier shelter to meet the remaining gap in beds

System Performance #3: Shelter

Progress:

- Shelter Team formed to move forward with creating a new low-barrier shelter
- Shelter Team Defines Planning Process
  - Evaluate Existing Resources
  - Review Service Models
  - Consider Space Planning Needs
  - Review Site Needs and Potential Site Options

System Performance #3: Shelter

Progress:

● Shelter Team Reviews Service Models

NAEH Best Practices

IMMEDIATE & LOW-BARRIER ACCESS
Ensure immediate and easy access to shelter by lowering barriers to entry and staying open 24/7. Eliminate sobriety and income requirements and other policies that make it difficult to enter shelter, stay in shelter, or access housing and income opportunities.

HOUSING FIRST APPROACH
Align shelter eligibility criteria, policies, and practices with a Housing First approach so that anyone experiencing homelessness can access shelter without prerequisites, make services voluntary, and assist people to access permanent housing options as quickly as possible.

HUD Best Practices

● Avoid charging fees
● Allow people who are intoxicated
● No additional references or other unnecessary requirements

System Performance #3: Shelter

Progress:

- Shelter Team Reviews Service Models: Flagstaff, AZ Model

Why review this model?

Identified by NAEH as using best practices in shelter operation

What is their practice?

- No ID requirement
- Pets allowed
- Serves families
- No sobriety requirement
- Open 24/7
- Trauma informed safety services

System Performance #3: Shelter

Progress:

- Shelter Team Reviews Service Models: Flagstaff, AZ Model

What do they offer/provide?

- Emergency Shelter Beds
  - Congregate Beds
  - Non Congregate Beds
- Day Shelter
- Medical Care
- Behavioral Health

- Case Management
- Transportation Assistance
- Housing Placement Support
- Meals
- Employment Support

System Performance #3: Shelter

Shelter Team Next Steps:

- Continue planning process
- Determine feasibility of offering selected services at a single site
- Conduct space planning work
- Continue dialogue with potential partners
- Bring forward recommendations to CoC Board in Spring 2024

CoC Board/HIAC Next Steps:

- Receive Shelter Team recommendations in Spring 2024
- Convey support needs to County and City for shelter expansion

Questions and Discussion

Break

Strategy #4:
Data and Reporting:
Improve Data Quality, Increase HMIS Coverage, and Report System Performance

Emily Ball, City of Asheville Homeless Strategy Division Manager

Data #4: Key Takeaways

- Data are improving continually
- Dedicated Data and Compliance Specialist serves as system administrator; highly engaged with providers using the HMIS for training, technical assistance, and capacity building
- Data quality improvements will have snowball effect, making data increasingly meaningful and informative
- System Performance Committee will have key role in shaping data governance and building out utility of the HMIS

Data #4: Status

2 Priorities; 5 Action Steps

- 0 Short Term Steps
- 4 Medium Term Steps
  - 1 is in progress and will be ongoing
- 0 Long Term Steps

Data #4: HMIS Recommendations

Recommendation: *Improve utilization and reporting*

Recommendation: *Build system and program capacity for greater understanding and commitment to data-driven decision making*

- ✓ Provide ongoing HMIS training in data collection and quality so staff understand how and why to use HMIS correctly

Data #4: HMIS Improvements

- Heavy investment in training and technical assistance
- System cleanup improving utility
  - Annual provider audits
  - Accurate system administration better reflects progress
- Data sharing agreement took effect October 1, 2023
  - Allows HMIS-participating agencies to view each other's data, improving agency coordination and decreasing need for people accessing services to answer same questions repeatedly
- Will be able to use HUD analysis and modeling tools as data become stronger

Data #4: Further Action Steps

Remaining recommendations will be driven by new CoC:

- Funders should mandate HMIS participation
- Incentivize accurate data quality from providers (e.g. bonus points on CoC scoring process)
- Invest in funding for data positions within providers
- Develop public-facing dashboards
  - Current dashboard reports Point-in-Time and System Performance Measures

Questions and Discussion

Strategy #5:

Invest in the Future

Increase the Production of and Access to Permanent Housing Solutions

Lacy Hoyle, Buncombe County Homelessness Program Manager

Housing Solutions #5: Key Takeaways

- New Permanent Supportive Housing units came online in 2023
- New Permanent Supportive Housing will come online in 2024
- Additional Rapid Rehousing will come online in 2024
- Additional Permanent Housing Solutions are needed
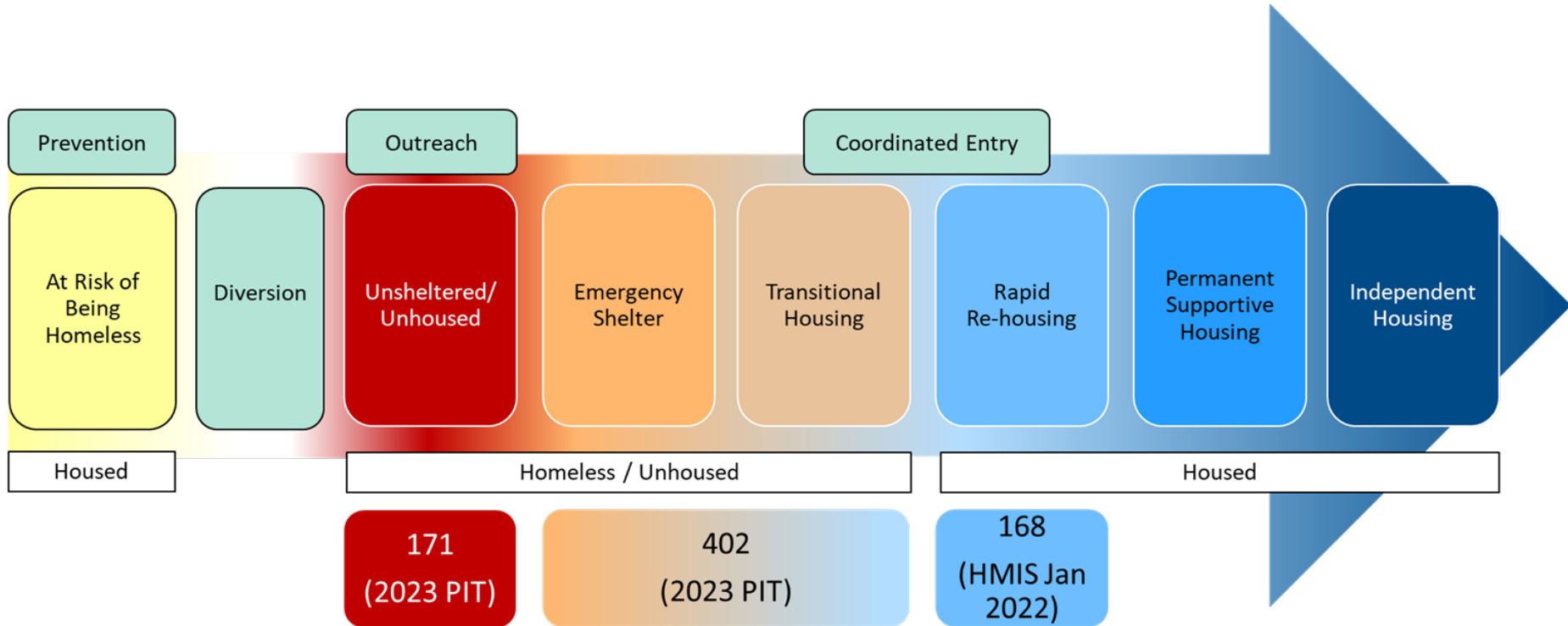- Expanded Rapid Re-housing Solutions are needed

Housing Solutions #5: Status

5 Priorities; 18 Action Steps

- 3 Short Term Steps
  - 1 In Process
- 3 Short to Medium Term Steps
  - 3 Next Steps Identified
- 10 Medium Term Steps
  - 3 In Process
- 2 Long Term Steps
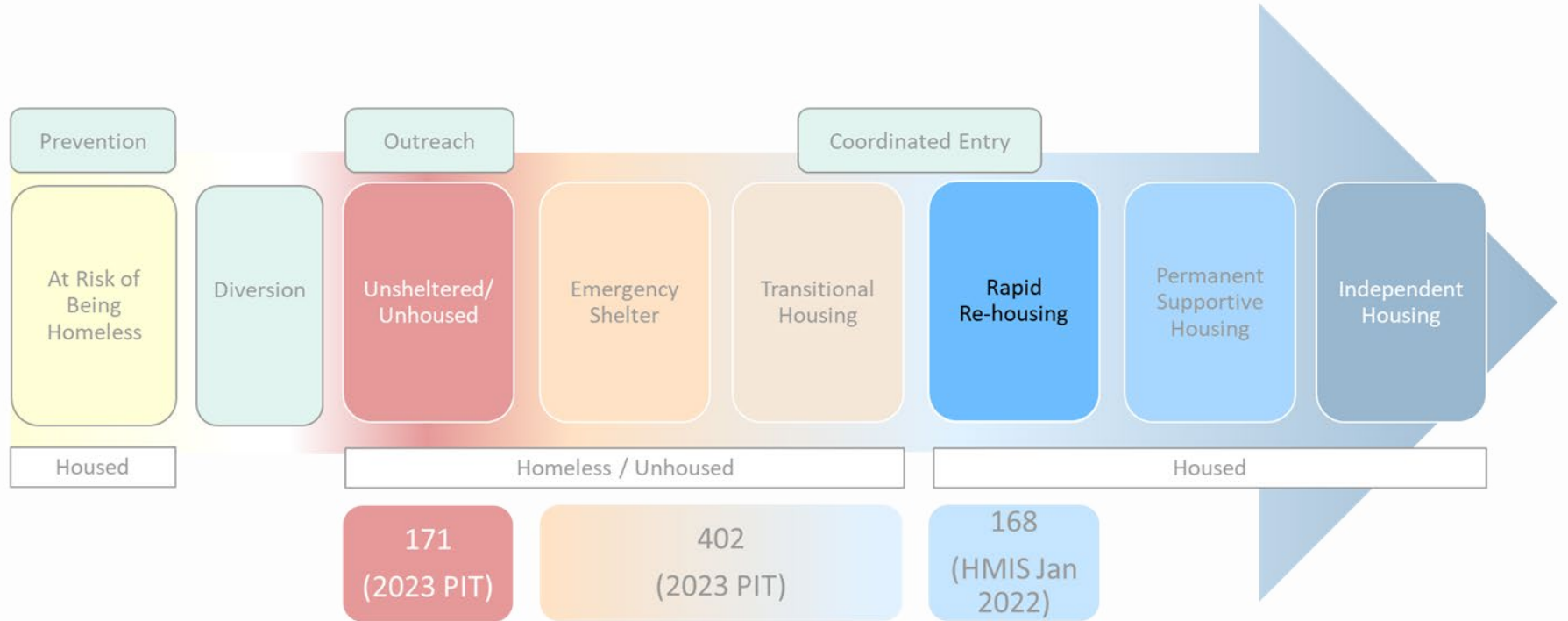 - 1 Next Steps Identified
  - 1 In Process

Housing Solutions #5: The Continuum

PIT = Point in Time Count

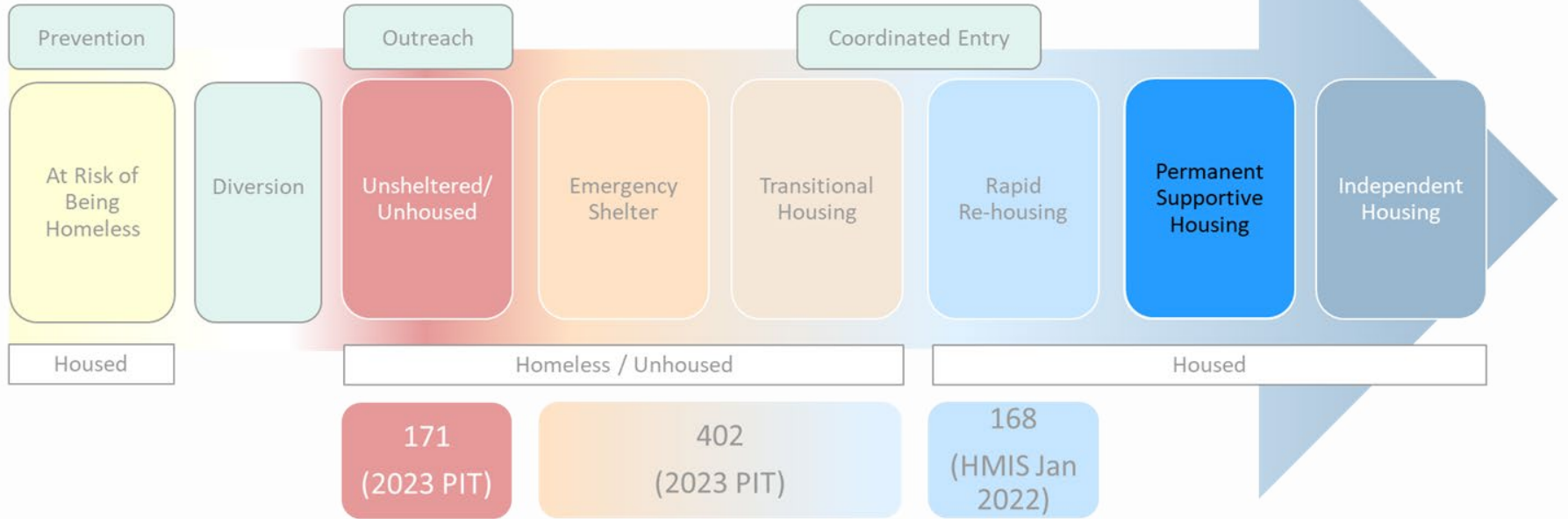# Housing Solutions #5: Rapid Re-housing

Housing Solutions #5: Rapid Re-housing

Recommendation: *Develop pipeline for new Rapid Rehousing units over the next 12 months to 5 years.*

Progress:

- Additional Rapid Rehousing will come online 2024

Housing Solutions #5:
Permanent Supportive Housing

Prevention | Outreach | Coordinated Entry

At Risk of Being Homeless | Diversion | Unsheltered/ Unhoused | Emergency Shelter | Transitional Housing | Rapid Re-housing | Permanent Supportive Housing | Independent Housing

Housed | Homeless / Unhoused | Housed

171 (2023 PIT) | 402 (2023 PIT) | 168 (HMIS Jan 2022)

Housing Solutions #5:
Permanent Supportive Housing

Recommendation: *Develop a pipeline plan for new supportive housing units over the next 10 years.*

Progress:

- Permanent Support Housing (PSH) has expanded in our community since the release of the NAEH Study (Note: units planned prior to release of NAEH Study) which include Compass Point Village, Step Up in Asheville, and ABCCM Projects.

Housing Solutions #5: Permanent Supportive Housing

Progress: Shangri-La (Owner)/Step Up (Contracted Manager/Supportive Services Provider) Project - Ramada Inn Conversion

- Funding support from City (for 3 years of supportive services)
- Status: Currently securing additional financing related to interest rate increases
- Target Opening: To be determined based on new financing
- 113 units (studio apartments)
  - 50 units dedicated to homeless Veterans

Housing Solutions #5:
Permanent Supportive Housing

Progress: ABCCM Projects

- Funding Support from City
- Target Opening: Mid to Late 2025
- Two (2) Permanent Supportive Housing projects in development
  - 84 units on Veterans Restoration Quarters grounds (for male veterans)
  - 38 units on Transformation Village grounds (for women and children)
- Projects will include wraparound services and supports and accept vouchers

Housing Solutions #5:
Permanent Supportive Housing

Progress: Homeward Bound Project - Compass Point Village

- Funding support from County and City
- Opened: September 15, 2023
- Largest Permanent Supportive Housing program in the CoC
- 85 units
    - 78 units filled
    - 7 units to be filled

Questions and Discussion

Next Steps and Discussion

Lessons Learned

- Community is ready to act
- Importance of collaborative planning and implementation: results in **shared ownership and accountability**
  - Importance of clarity, transparency, and strategy about **who gets a seat at the table** and how and what it means
- Standing up a new CoC will take time, and will be worth the investment: expect long-term returns from an effective ecosystem of homelessness response
  - CoC should continually evolve as needs evolve

Next Steps: Continuum of Care

- Membership drive happening now
  - Individual and Organizational forms available here today and on Homeless Strategy Division website
    - Include opportunity for feedback on charter
- Members will be invited to orientation followed by first full membership meeting in early 2024 to adopt charter
- Second full membership meeting to vote on board members
- Board will train, set strategy and priorities, and appoint committees (spring 2024)

Next Steps: Community

- **Become a member of the CoC**
  - CoC is evolutionary and will only be as successful as our collective participation in it
  - There is no 'they' - it takes all of us
  - How fast and how far we can go will depend on the level and quality of engagement across stakeholders
- Nominating and Membership Committee available for conversation and with membership forms

Next Steps: City and County

- Participate in the new CoC
  - Engage as liaisons
  - Invest leadership in the board
  - Make staff available to serve on committees and work groups
  - Help engage other decision makers and partner systems of care
- Invest in the CoC
  - Provide additional and ongoing resources as system builds out, including staff to develop and maintain infrastructure

Key Takeaways

- NAEH project provided direction and mobilized stakeholders
- Much has been accomplished, and implementation will be ongoing under leadership of new CoC in 2024
  - Goal is to build, sustain, and continually evolve a collaborative and effective ecosystem of homelessness response
- City and County are key stakeholders, but effective response will take widespread participation and coordinated action across the entire community through the CoC